

MGT502 Organizational Behavior

All in One Solved MCQs

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Solved by vuZs Team

- 1) The belief that "discrimination is wrong" is a value statement. Such an opinion is the _____ component of an attitude.

cognitive

affective

reactive

behavioral

Ref: The belief that "discrimination is wrong" is an example of the *cognitive* component of an attitude.

- 2) Leon Festinger would propose that the desire to reduce dissonance would be determined by all of the following EXCEPT _____.
the importance of the elements creating the dissonance.
the degree of influence the individual believes he or she has over the elements.
the rewards that may be involved in dissonance.

the extent to which attitudes are widely held by society.

Ref: According to Leon Festinger's theory of cognitive dissonance, the desire to reduce dissonance would be determined by *the importance of the elements creating the dissonance, the degree of influence the individual believes he or she has over the elements, and the rewards that may be involved in dissonance*

- 3) If attitudes and behavior are inconsistent, individuals will most likely _____.

change their behavior

change their attitudes

change either their attitudes or behavior

do nothing

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Ref: When experiencing cognitive dissonance, one can change the behavior, change the attitude, or decide that the behavior is not important after all.

- 4) _____ describes a positive feeling about your job resulting from an evaluation of its characteristics.

enlargement
satisfaction
engagement
involvement

Ref: *Job satisfaction* describes a positive feeling about your job resulting from an evaluation of its characteristics.

- 5) Job _____ measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth.

commitment
satisfaction
involvement
organization

Ref: *Job involvement* measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth.

Employees with a high level of job involvement strongly identify with and really care about the kind of work that they do.

- 6) _____ commitment refers to an employee's obligation to remain with an organization for moral or ethical reasons.

Affective
Continuance
Theoretical
Normative

Ref: *Normative* commitment refers to an employee's obligation to remain with an organization for moral or ethical reasons. For example, an employee who is spearheading a new initiative might remain with an employer because he feels it would negatively impact his employer if he left.

- 7) _____ refers to an individual's involvement with, satisfaction with, and enthusiasm for the work she does.

Employee engagement
Normative commitment
Cognitive support
Job enrichment

Ref: *Employee engagement* refers to an individual's involvement with, satisfaction with, and enthusiasm for the work she does. A recent study of nearly 8,000 business units in 36 companies found that business units whose employees had high-average levels of engagement had higher levels of customer satisfaction, were more productive, had higher profits, and had lower levels of turnover and accidents.

- 8) People with positive _____ believe in their inner worth and basic competence.

Locus of control
Self-monitoring behavior
Core self-evaluations
Levels of enrichment

Ref: People with positive *core self-evaluations* believe in their inner worth and basic competence. They are more satisfied with their jobs than those with negative core self-evaluations.

- 9) Quietly continuing to do your work, even though you're dissatisfied, is an example of _____ response to dissatisfaction.

exit
voice
loyalty
neglect

Ref: *Loyalty* is passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing".

- 10) Steve is unhappy with his job. He takes every possible vacation and sick day and sometimes shows up for work late. He is expressing his dissatisfaction with a _____ response.

exit
voice
loyalty
neglect

Ref: *Neglect* is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.

- 11) Which of the following is NOT a characteristic of physical ability?

Stamina
Strength
Looks
Dexterity

Ref: Nine basic physical abilities are *dynamic strength, trunk strength, static strength, explosive strength, extent flexibility, dynamic flexibility, body coordination, balance, and stamina*.

- 12) The relationship between _____ and job performance is likely to be an issue of growing importance during the next decade.

gender

marital status

age

tenure

Ref: The relationship between *age* and job performance is likely to be an issue of increasing importance during the next decade. Workers 55 and older are currently the fastest-growing sector of the labor force. In addition, federal legislation has outlawed mandatory retirement at the age of 70.

- 13) According to your text, which is the most likely explanation for the higher absentee rate for women?

Women tend to have more illnesses that keep them from work than do men.

Traditionally, women have had the responsibility of caring for home and family.

Women tend to be less satisfied with their jobs than men and are consequently absent more often.

Women generally have jobs for which a temporary replacement can be hired so absences are more permissible.

Ref: Most research on women's absenteeism rates has been conducted in North America and North American culture has historically placed home responsibilities with women. *Traditionally, women have had the responsibility of caring for home and family.*

- 14) _____ is the learning concept of reinforcing closer and closer approximations to the desired new behavior.

Modeling

Shaping

Classical conditioning

Social learning

Ref: We *shape* behavior by systematically reinforcing each successive step that moves the individual closer to the desired response.

- 15) An example of _____ is when an employee receives a one-week suspension from work and is fined \$200 for stealing company property.

penalization

punishment

extinction

negative reinforcement

Ref: *Punishment* is causing an unpleasant condition in an attempt to eliminate an undesirable behavior.

- 16) Eliminating any reinforcement that is maintaining an unwanted behavior is called _____.

extinction

punishment

negative reinforcement

positive reinforcement

Ref: Eliminating any reinforcement that is maintaining a behavior is called *extinction*. When a behavior is not reinforced, it tends to gradually be extinguished.

- 17) All of the following are TRUE about both positive and negative reinforcement EXCEPT:

Both positive and negative reinforcement result in learning.

Both positive and negative reinforcement strengthen a response.

Both positive and negative reinforcement tend to weaken behavior and decrease its subsequent frequency.

Both positive and negative reinforcement increase the probability of repetition.

Ref: Positive and negative reinforcement result in learning, *strengthening a response and increasing the probability of repetition*, while punishment and extinction weaken behavior and tend to decrease its subsequent frequency.

18) A slot machine is an example of _____ reinforcement.

negative

intermittent

continuous

fixed-ratio

Ref: In an *intermittent* schedule, not every instance of the desirable behavior is reinforced, but reinforcement is given often enough to make the behavior worth repeating. Evidence indicates that the intermittent, or varied, form of reinforcement tends to promote more resistance to extinction than does the continuous form.

19) For a salesperson who is paid commission, reinforcement occurs on a _____ schedule.

variable-ratio

variable-interval

fixed-interval

fixed-ratio

Ref: When the reward varies relative to the behavior of the individual, he or she is reinforced on a *variable-ratio* schedule. Salespeople on commission are examples of individuals on such a reinforcement schedule, as the reward is variable in relation to the number of successful calls the salesperson makes.

20) The application of reinforcement concepts to individuals in the work setting is referred to as _____.

classical conditioning

self-management

reengineering

behavior modification

Ref: *Behavior modification* applies reinforcement concepts to individuals in organizations and has become more popularly called OB Mod. It represents the application of reinforcement concepts to individuals in the work setting.

21) The four management functions include all of the following EXCEPT _____.

controlling

planning

staffing

organizing

Ref: Fayol's functions of management have been condensed down to four: *planning, organizing, leading, and controlling*.

22) _____ studies behavior as it relates to concerns such as absenteeism, turnover, productivity, and performance.

Psychology

Kinetics

Organizational behavior

Ergonomics

Ref: *Organizational behavior* is a field of study that applies knowledge about individuals, groups, and structure to make organizations work more effectively.

23) According to the text, the best approach for obtaining knowledge about human behavior is _____.

using common sense

an observational approach

a theoretical approach

a systematic approach

Ref: You can improve your predictive ability by replacing your intuitive opinions with a more *systematic approach*.

24) What behavioral science discipline has made the MOST significant contributions to understanding individual behavior?

Sociology

Social psychology

Psychology

Anthropology

Ref: *Psychology* is the science that seeks to measure, explain, and sometimes change the behavior of humans and other animals. Psychology's contributions have been mainly at the individual or micro level of analysis, while social psychology, sociology, anthropology, and political science have contributed to our understanding of macro concepts such as group processes and organization.

25) _____ has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries.

Anthropology

Psychology

Social psychology

Political science

Ref: *Anthropology* is the study of societies to learn about human beings and their activities. Much of our understanding of organizational culture, organizational environments, and differences between national cultures is the result of the work of anthropologists or those using their methodologies.

- 26) _____ means that organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.

Globalization

Workforce diversity

Affirmative action

Organizational culture

Ref: *workforce diversity* addresses differences among people within given countries.

- 27) The _____ assumption assumes that people who are different will want to assimilate.

melting-pot

workplace diversity

amoeba

homogenization

Ref: The *melting-pot* assumption is being replaced by one that recognizes and values diversity. However, this is being replaced by a set of beliefs that recognize and value diversity.

- 28) Which of the following groups will NOT increase as a percentage of the workforce?

Hispanic men and women

black women

white males

Asian men and women

Ref: By 2050, Hispanics will grow from 11% of the workforce to 24%. The percentage of the workforce that is black will increase from 12 to 14 percent and the percentage that is Asian will increase from 5 to 1 percent. *White males*, who once dominated the workforce, will become a minority.

- 29) A(n) _____ is a situation in which an employee must define right and wrong conduct.

problem

ethical dilemma

argument

principle

Ref: An *ethical dilemma* is a situation in which an employee must define right and wrong conduct. While what constitutes ethical behavior has never been clearly defined, in recent years, the line differentiating right from wrong has become even more blurred.

30) Individual level independent variables include _____.

technology

organizational culture

perception

human resource policy

Ref: An independent variable is the presumed cause of some change in the dependent variable. *Perception, individual decision making, learning, and motivation* are independent variables that have been shown to affect employee behavior.

31) According to the Myers-Briggs type Indicator, people who are classified as _____ are conceptualizers.

INTJs

ESTJs

ENTPs

MBTIs

Ref: The *ENTP* type is a conceptualizer. He or she is innovative, individualistic, versatile, and attracted to entrepreneurial ideas. This person tends to be resourceful in solving challenging problems but may neglect routine assignments.

32) In the book Profiles of Genius, thirteen key executives were interviewed and tested and all were found to be _____ types. This result is particularly interesting because this type represents only about five percent of the population.

intuitive thinking

sensing feeling

sensing thinking

intuitive feeling

Ref: The thirteen executives, who created highly successful companies (Apple Computer, FedEx, Honda Motors, Microsoft, and Sony) were all *intuitive thinking* types.

33) Which dimension of the Big Five model refers to an individual's propensity to defer to others?

Extroversion

Openness to experience

Emotional stability

Agreeableness

Ref: *Agreeableness* refers to an individual's propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting.

34) Individuals with a positive _____ like themselves, see themselves as effective, capable, and in control of their environment.

narcissism

propensity

locus of control

core self-evaluations

Ref: Individuals with a positive *core self-evaluations* like themselves, see themselves as effective, capable, and in control of their environment. Core self-evaluations are related to job satisfaction.

35) Individuals who are high in the _____ dimension of personality manipulate more, win more, are persuaded less, and persuade others more.

Rokeach

Aesthetic

Machiavellianism

Narcissism

Ref: Individuals who are high in the *Machiavellianism* dimension of personality manipulate more, win more, are persuaded less, and persuade others more. An individual who is high in Machiavellianism is pragmatic, maintains emotional distance, and believes that ends can justify means.

36) According to Rokeach, _____ values refer to desirable end-states of existence.

instrumental

aesthetic

terminal

theoretical

Ref: *Terminal* values refer to desirable end states of existence. These are the goals that a person would like to achieve during his or her lifetime. The instrumental values refer to preferable modes of behavior, or means of achieving the terminal values.

37) The most recent entrants to the workforce are _____.

Veterans

Nexters

Boomers

Xers

Ref: This generation, the *Nexters*, is very money-oriented and desirous of the things that money can buy. They seek financial success. Like Xers, they enjoy teamwork, but they're also highly self-reliant.

38) Which of the following is NOT one of Hofstede's five dimensions of national culture?

power distance

language proficiency

quantity of life vs. quality of life

long-term orientation

Ref: Hofstede identified *power distance*, *individualism versus collectivism*, *quantity of life versus quality of life*, *uncertainty avoidance*, and *long-term versus short-term orientation*.

39) _____ is the degree to which people in a country prefer structured over unstructured situations.

Power distance

Individualism

Uncertainty avoidance

Long-term orientation

Ref: *Uncertainty avoidance* is the degree to which people in a country prefer structured over unstructured situations. In countries that score high on uncertainty avoidance, people have an

increased level of anxiety, which manifests itself in greater nervousness, stress, and aggressiveness.

40) John Holland argues that job satisfaction is highest and turnover lowest where ____.

personality and occupation are in agreement

an individual is highly motivated

salary is high

employees have an education

Ref: Holland's theory is based on the notion of fit between an individual's *personality characteristics and his or her occupational environment*. Each of his six personality types has a congruent occupational environment.

41) ____ is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

Interpretation

Environmental analysis

Perception

Personality

Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

42) Which one of the following is NOT a factor that influences perception?

Target

Medium

Perceiver

Situation

The factors that shape and distort perception can reside in the *perceiver*, in the object or *target* being perceived, or in the context of the *situation* in which the perception is made.

43) Because it is impossible for us to assimilate everything we see, we engage in ____.

selective perception

memorization

mental desensitization

periodic listening

Since we cannot observe everything going on about us, we engage in *selective perception*. This allows us to "speed-read" others.

44) The internment of Japanese-Americans during World War II is an example of ____.

personality

profiling

experience
satisficing

The internment of Japanese-Americans during World War II is an example of *profiling*. While most Americans look back in shame at the actions the U.S. government took against Japanese-Americans, profiling continues in the U.S. and other countries.

45) Which is NOT one of the steps in the rational decision making model?

Defining the problem
Identifying the decision criteria
Rating alternatives
Selecting the decision that satisfies

The model begins by defining the problem. Once a decision maker has defined the problem he or she needs to identify the decision criteria that will be important in solving the problem. The third step requires the decision maker to weight the previously identified criteria to give them the correct priority in the decision. The fourth step requires the decision maker to generate possible alternatives that could succeed in resolving the problem. Then the decision maker must critically analyze and evaluate each one by rating each alternative on each criterion. The final step requires computing the optimal decision.

46) Decision makers operate within the confines of _____ i.e., they construct simplified models that extract the essential features from problems without capturing all their complexity.

optimal decision making
intuitive decision making
bounded rationality
synopsis

Individuals operate within the confines of *bounded rationality*. Individuals behave rationally within the limits of a simplified model.

47) _____ is an increased commitment to a previous decision in spite of negative information.

Escalation of commitment
Optimizing decision making
Satisficing decision making
Reengineering

Escalation of commitment refers to staying with a decision even when there is clear evidence that it is wrong.

48) In spite of the fact that short-term stock price changes are essentially random, a large proportion of investors believe that they can predict the direction that prices will move. This is an example of _____.

availability bias
randomness error
confirmation bias
representative error

This is an example of *randomness error*. In spite of the fact that short-term stock price changes are essentially random, a large proportion of investors believe that they can predict the direction that prices will move.

49) Which of the following is NOT an organizational constraint on decision-making?

Performance evaluation

Reward system

Personality

Formal regulations

Managers shape their decisions to reflect the organization's *performance evaluation and reward system*, to comply with the organization's *formal regulations*, and to meet *organizationally imposed time constraints*. *Previous organizational decisions* also act as precedents to constrain current decision.

50) Decisions made so as to provide the greatest good for the greatest number are based on _____.

utilitarianism

justice

rights

profits

The goal of *utilitarianism* is to provide the greatest good for the greatest number. This view tends to dominate business decision making.

51) Which of the following is NOT a key element in motivation?

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Environment

Intensity

Direction

Persistence

The three key elements of motivation are *intensity, direction, and persistence*.

52) _____ is the drive to become what one is capable of becoming in Maslow's hierarchy of needs.

Online Study
Group

Social

Self-actualization

Physiological

Esteem

Self-actualization is the drive to become what one is capable of becoming in Maslow's hierarchy of needs.

53) Which of the following were considered higher-order needs by Maslow?

physiological, safety, and social needs

safety, social, and esteem needs

esteem and self-actualization needs

social, esteem, and self-actualization needs

Social, esteem, and self-actualization were described as higher-order needs.

54) A Theory X manager would assume employees would _____.

like work

seek responsibility

need to be controlled

exercise self direction

Under Theory X, managers assume employees inherently dislike work and will avoid it; must be coerced and *controlled* to achieve goals, will avoid responsibilities, and will display little ambition.

55) Two-factor theory suggests that extrinsic factors such as _____ cause dissatisfaction.

advancement

working conditions

achievement

recognition

Conditions surrounding the job include factors such as quality of supervision, pay, company policies, physical working conditions, relations with others, and job security. There are hygiene factors.

56) Individuals with a high need to achieve prefer all of the following EXCEPT _____.

job situations with personal responsibility

a high degree of risk

overcoming obstacles

feedback

High achievers seek situations in which they can attain personal responsibility for finding solutions to problems, in which they can receive rapid feedback on their performance so they can determine easily whether they are improving or not, and in which they can set moderately challenging goals. *They dislike gambling with high odds* because they get no satisfaction from happenstance success.

57) According to the goal-setting theory of motivation, goals should be _____.

extremely difficult

easy

difficult but attainable

similar to goals for other organizations

According to the goal-setting theory of motivation, goals should be *difficult but attainable*.

58) Manager's can increase an employee's _____ through enactive mastery, vicarious modeling, verbal persuasion, and arousal.

equity
expectancy
self-efficacy
reinforcement

Manager's can increase an employee's *self-efficacy* through enactive mastery, vicarious modeling, verbal persuasion, and arousal.

59) _____ exists when an individual perceives that the ratio of their inputs to outcomes is dissimilar to the ration of relevant others.

Reinforcement
Cognitive dissonance
Equity tension
Turnover

Equity tension exists when an individual perceives that the ratio of their inputs to outcomes is dissimilar to the ration of relevant others.

60) The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual is the _____ relationship.

Rewards-personal goals
Performance-reward

Effort-performance

Rewards-effort

The *rewards-personal goals* relationship is the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.

61) The _____ says that internal rewards are obtained by individuals when they learn that they personally have performed well on a task that they care about.

management by objectives plan

participative decision making model

job characteristics model

performance feedback system

The *job characteristics model* says that internal rewards are obtained by individuals when they learn that they personally have performed well on a task that they care about.

62) _____ (or cross-training) is the periodic shifting of an employee from one task to another.

Job enlargement

Employee involvement

Job rotation

Job enrichment

Job rotation (or cross-training) is the periodic shifting of an employee from one task to another.

- 63) _____ may be implemented by combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, and opening feedback channels.

Job enlargement

Employee involvement

Job rotation

Job enrichment

Job enrichment may be implemented by combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, and opening feedback channels.

- 64) Susan works from 6 a.m. to 3 p.m. each day, while other employees in her office work from 10 a.m. to 7 p.m. It appears that Susan's employer offers a _____ option.

department modeling

job sharing

telecommuting

flextime

- 65) Writers, attorneys, analysts, and employees who spend the majority of their time on computers or on the telephone are natural candidates for _____.

department modeling

job sharing

telecommuting

flextime

Writers, attorneys, analysts, and employees who spend the majority of their time on computers or on the telephone are natural candidates for *telecommuting*.

66) _____ is a participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization's success.

MBO

Employee involvement

Reengineering

OB Mod

Employee involvement is a participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization's success.

67) A _____ is a group of employees and supervisors who meet regularly to discuss their quality problems and recommend solutions.

department team

cooperative group

evaluation team

quality circle

A quality circle is a group of employees and supervisors who meet regularly to discuss their quality problems and recommend solutions. Management retains control over the final decision regarding implementation of recommended solutions.

68) Piece-rate plans, merit based pay, bonuses, profit sharing, gainsharing, and employee stock ownership plans are all forms of _____ programs.

ESOP
gainsharing
variable-pay
Scanlon

Piece-rate plans, merit based pay, bonuses, profit sharing, gainsharing, and employee stock ownership plans are all forms of *variable-pay* programs.

69) _____ is an incentive plan where improvements in group productivity determine the total amount of money that is allocated.

Online Study

ESOP
Gainsharing
Variable pay
Scanlon plan

In *gainsharing*, employees receive either a predetermined or a variable percentage of an organization's profits.

70) The three most popular types of _____ are modular plans, core-plus options, and flexible spending accounts.

stock options
gainsharing plans
variable pay programs
flexible benefits

The three most popular types of *flexible benefit plans* are modular plans, core-plus options, and flexible spending accounts.

71) _____ is a generic term that covers a broad range of feelings that people experience.

Mood

Affect

Emotion

Personality

Affect is a generic term that covers a broad range of feelings that people experience. It is an umbrella concept that encompasses both emotions and moods.

72) Six universal _____ are anger, fear, sadness, happiness, disgust, and surprise.

cognitions

lobes

emotions

moods

Six universal *emotions* are anger, fear, sadness, happiness, disgust, and surprise, with most other emotions subsumed under one of these six categories.

73) _____ is a field of study that examines the extent to which emotions, whether positive or negative, serve a purpose.

Evolutionary psychology

Emotional anthropology
Emotional intelligence
None of the above

Evolutionary psychology is a field of study that examines the extent to which emotions, whether positive or negative, serve a purpose.

74) _____ is a mood dimension consisting of nervousness, stress, and anxiety at the high end, and relaxation, tranquility, and poise on the low end.

Positive affect
Negative affect
Positivity
Illusory correlation

Negative affect is a mood dimension consisting of nervousness, stress, and anxiety at the high end, and relaxation, tranquility, and poise on the low end.

75) _____ occurs when people associate two events, when there is no real connection.

Accelerated formation
Groupthink
Illusory correlation
Groupshift

Illusory correlation occurs when people associate two events, when there is no real connection. For example, people tend to think that nice weather improves their mood.

76) _____ refers to an employee's expression of organizationally desired emotions during interpersonal transactions at work.

Emotional labor

Emotional Intelligence

Mission

Motivation

Emotional labor refers to an employee's expression of organizationally desired emotions during interpersonal transactions at work.

77) Jane is concerned that her company is selling products of very poor quality. However, when meeting with customers, Jane feels obligated to be positive and express confidence about the quality of the product. Jane is likely experiencing _____.

displayed emotions

emotional dissonance

deep acting

self-awareness

Jane is likely experiencing *emotional dissonance*. Left unresolved, emotional dissonance can result in emotional exhaustion and burnout.

78) People who exhibit _____ know their own emotions and are good at reading others' emotions may be more effective in their jobs

emotional labor
emotional dissonance
emotional intelligence
cognitive dissonance

Emotional intelligence is one's ability to detect and manage emotional cues and information.

79) _____, one of the dimensions of emotional intelligence, is awareness of one's feelings.

Self-management
Self-awareness
Social skill
Empathy

Self-awareness, one of the dimensions of emotional intelligence, is awareness of one's feelings.

80) People in good moods use _____, or rules of thumb, to make decisions.

self-management
theories
heuristics
empathy

People in good moods use *heuristics*, or rules of thumb, to make decisions.

81) The _____ stage in group development which is characterized by uncertainty.

norming
storming
forming
performing

In the *forming* stage, groups are testing the waters and there is considerable uncertainty.

82) The _____ model is effective at describing decision-making within temporary groups, particularly those with deadlines.

punctuated-equilibrium
authority structure
formal regulation
performance evaluation

The *punctuated-equilibrium* model is effective at describing decision-making within temporary groups, particularly those with deadlines.

83) _____ groups are defined by the organization's structure.

Informal
Formal
Friendship
Interest

Formal groups are those defined by the organization's structure. Informal groups provide an important service by satisfying their members' social needs.

84) _____ refers to the attitudes and behaviors that are consistent with a role.

Role perception

Role identity

Role expectations

Role conflict

Role identity refers to the attitudes and behaviors that are consistent with a role.

85) _____ describe how others believe you should act in a given situation.

Norms

Stereotypes

Role expectations

Role perceptions

Role expectations describe how others believe you should act in a given situation.

86) Which is NOT a common class of norms appearing in most work groups?

Performance norms

Appearance

Termination

Arrangement

Common classes of group norms are performance norms, appearance norms, social arrangement norms, and allocation of resources norms.

87) What is the relationship between size and group performance?

The larger the group, the greater the individual productivity.

Increases in group size are inversely related to individual performance.

Total productivity tends to decline in large groups.

Group size is not a determinant of individual productivity.

The individual productivity of each group member declines as the group size increases.

88) Which of the following is a strategy to increase group cohesiveness?

Make the group smaller.

Encourage agreement with group goals.

Decrease the perceived difficulty of attaining membership in the group.

Both A and B are correct.

Group cohesiveness can be increased by the following: make the group smaller, *encourage agreement with group goals*, increase the time members spend together, increase the status of the group and the perceived difficulty of attaining membership in the group, stimulate competition with other groups, give rewards to the group rather than to individual members, and physically isolate the group.

89) Which is NOT a weakness of group decision-making?

Group decisions are time-consuming.

Groups offer increased diversity of views.

Group members suffer from ambiguous responsibilities.

Groups can be dominated by one or a few members.

Weaknesses of group decision making include the fact that they are time consuming, there are conformity pressures in groups, the discussion can be dominated by one or a few members, and there is ambiguous responsibility.

90) Which of the following best describes brainstorming?

A strategy used to build group cohesiveness.

A technique that tends to restrict independent thinking.

A process for generating ideas.

A strategy when group members cannot agree on a solution.

Brainstorming utilizes an idea-generation process that specifically encourages any and all alternatives, while withholding any criticism of those alternatives.

91) Which of the following does NOT explain the current popularity of teams?

Teams outperform individuals when the tasks require multiple skills.

Teams enable organizations to better utilize employee talents.

Teams are a means to increase employee motivation.

Teams outperform individuals in all situations.

Teams typically outperform individuals when the tasks being done require multiple skills, judgment, and experience. Teams also better utilize employee talents and are more flexible and responsive to changing events than are traditional departments or other forms of permanent groups.

- 92) _____ is an attribute of work teams which results in a level of performance that is greater than the sum of the individual inputs.

Synergy

Enthusiasm
Energy
Initiative

A work team generates positive *synergy* through coordinated effort. Synergy occurs when the team exhibits a level of performance that is greater than the sum of the individual inputs

- 93) _____ teams go farther than problem-solving teams in getting employees involved in work-related decisions and processes.

Problem identification

Self-managed

Virtual
Cross-functional

Self-managed teams could not only solve problems but implement solutions and take full responsibility for outcomes.

- 94) Which is NOT one of the three primary factors that differentiate virtual teams from face-to-face teams?

The absence of nonverbal and paraverbal cues
Limited social contact
Increased social rapport
The ability to overcome time and space constraints

In face-to-face conversation, people use paraverbal and nonverbal cues. These help clarify communication by providing increased meaning, but aren't available in online interactions. Virtual teams often suffer from less social rapport and less direct interaction among members. Virtual team members report less satisfaction with the group interaction process as a result.

95) Which of the following is NOT one of the key factors in creating effective teams?

context
composition
cross-functional
demographics

The key components of effective teams include context, composition, work design, and process variables.

96) Which of the following skills is required for an effective team?

Problem-solving skills
Technical expertise
Interpersonal skills
All of the above

To perform effectively, teams need people with *technical, problem-solving,* and *interpersonal* skills.

97) Which of the following statements is true concerning the climate of trust?

Interpersonal trust among team members inhibits cooperation.

Interpersonal trust among team members reduces the need to monitor each others behavior.

Interpersonal trust at team members bonds members at the belief that others will take advice of them if given the opportunity.

Interpersonal trust at team members increases members' aversion to risk.

Interpersonal trust among team members facilitates cooperation, *reduces the need to monitor each others' behavior,* and bonds members around the belief that others on the team won't take advantage of them.

98) Teams are most effective when staffed with people who are _____.

extraverted

homogeneous

inflexible

intraverted

Teams are most effective when staffed with people who are *extraverted, agreeable, conscientious, emotionally stable, and open.*

99) _____ considers the age, sex, race, educational level, and length of service of team members.

Diversity training

Cognitive dissonance

Cohorts

Organizational demographics

Organizational demography considers the age, sex, race, educational level, and length of service of team members.

100) _____ illustrates a process loss as a result of using teams.

Synergy

Social loafing

Diversity

Demographics

Social loafing illustrates a process loss as a result of using teams.

101) The _____ initiates a message by encoding a thought.

channel

sender

receiver

medium

The message is encoded by the *sender* and passed by way of some medium to the receiver who retranslates the message. The result is transference of meaning from one person to another.

102) The chief means of conveying messages is _____ communication.

nonverbal
interpersonal
oral
written

The chief means of conveying messages is *oral* communication

103) The _____ communication network is best illustrated by an unstructured committee.

wheel
all-channel
interpersonal
circle

The *all-channel* network is most often characterized in practice by self-managed teams, in which all group members are free to contribute and no one person takes on a leadership role.

- 104) Grapevine studies have shown that ____ percent of employees hear about matters first through rumors on the grapevine.

50

75

60

A survey found that 75 percent of employees hear about matters first through rumors on the grapevine.

- 105) Electronic communication includes all of the following EXCEPT:

internet logs.

telephone calls.

videoconferencing.

e-mail.

Electronic communication includes *electronic mail, text messaging, networking software, internet logs, and videoconferencing.*

- 106) ____ refers to the amount of information that can be transmitted during a communication episode.

Feedback

Filtering

Perception

Channel richness

Face-to-face conversation scores highest in terms of *channel richness* because it provides for the maximum amount of information to be transmitted during a communication episode.

107) Jake tells his boss only what he believes the boss wants to hear. He is engaging in _____.

filtering

selective perception

jargon

feedback

Filtering refers to a sender's purposely manipulating information so it will be seen more favorably by the receiver. For example, when a manager tells his boss what he feels his boss wants to hear, he is filtering information.

108) Which of the following is NOT a barrier to effective communication?

Filtering

Channel richness

Selective perception

Language

Barriers to effective communication include *filtering, selective perception, information overload, emotions, and language*.

- 109) Tannen's research indicates that men use talk to ____, while women use it to ____.

emphasize status; create connection

build relationships; get promotions

establish blame; emphasize status

Create networks; emphasize separateness

The essence of Tannen's research is that men use talk to *emphasize status*, while women use it to *create connection*.

- 110) In ____ cultures, the words themselves are the primary conveyors of meaning.

rich

low-context

symbolic

semantic

In *low-context* cultures, the words themselves are the primary conveyors of meaning.

- 111) Which of the following statements is TRUE?

All leaders are managers.

All managers are not leaders.

The formal rights associated with management provide assurance that managers can lead effectively.

Non-sanctioned leadership is not as important as formal influence.

- 112) _____ theory states that people are born with certain characteristics that predispose them to being leaders.

Trait

Path-goal

LPC

Contingency

Trait theories of leadership differentiate leaders from nonleaders by focusing on personal qualities and characteristics.

- 113) When organized around the Big Five, _____ is the most important trait of effective leaders.

conscientiousness

emotional stability

courage

extraversion

When organized around the Big Five, *extraversion* is the most important trait of effective leaders.

- 114) _____ is the extent to which a person is likely to have job relationships that are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.

conscientiousness
emotional stability
courage
consideration

Consideration is the extent to which a person is likely to have job relationships that are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.

- 115) _____ Fiedler's contingency model assumes that an individual's leadership style is _____.

changeable
trained
situational
fixed

Fiedler assumes that an individual's leadership style is *fixed*.

- 116) According to Fiedler's contingency theory, if there is NOT a match of leadership style to the group situation, what should be done?

Replace the manager.

Change the situation to fit the leader.

Both A and B.

None of the above.

First, you can change the leader to fit the situation. The second alternative would be to change the situation to fit the leader. That could be done by restructuring tasks or increasing or decreasing the power that the leader has to control factors such as salary increases, promotions, and disciplinary actions.

- 117) Hersey and Blanchard's situational leadership theory differs from other leadership theories most clearly because it ____.

identifies specific leadership styles

focuses on the followers

makes leadership contingent on the situation

uses the leadership dimensions of task and relationship behaviors

Situational leadership is a contingency theory that *focuses on the followers*.

- 118) According to LMX theory, which of the following is NOT true of those individual's who fall into the out-group?

They get less of the leader's time.

They have leader-follower relations based on formal authority interaction.

They are trusted.

They get fewer of the preferred rewards that the leader controls.

"Leader-Member Exchange (LMX) Theory"

The out-group members get less of the leader's time, fewer of the preferred rewards that the leader controls, and have leader-follower relations based on formal authority interactions.

- 119) A _____ leadership style, identified by House in path-goal theory, leads to greater satisfaction when tasks are ambiguous or stressful than when they are highly structured and well laid out.

directive

supportive

participative

achievement-oriented

Path-Goal Theory”

The *directive* leadership leads to greater satisfaction when tasks are ambiguous or stressful than when they are highly structured and well laid out.

- 120) The leader-participation model was developed by _____.

Robert House

Fred Fiedler

George Graen

Vroom and Yetton

"Decision Theory: Vroom and Yelton's Leader-Participation Model”

Victor Vroom and Phillip Yetton developed a leader-participation model.

- 121) Leaders demonstrate _____ when they use language to influence followers' perceptions of the world, the meaning of events, beliefs about causes and consequences, and visions of the future.

mentoring
influence
framing
vision

Inspirational Approaches to Leadership”

Leaders demonstrate *framing* when they use language to influence followers' perceptions of the world, the meaning of events, beliefs about causes and consequences, and visions of the future.

122) Which of the following is NOT true of charismatic leaders?

They have a vision.
They have behavior that is unconventional.
They are willing to take high personal risk.
They are focused on their personal needs.

Charismatic Leadership”

Four characteristics of the charismatic leader have been identified. They *have a vision, are willing to take risks to achieve that vision, are sensitive follower needs, and exhibit behaviors that are out of the ordinary*

123) A charismatic leader's _____ is key to follower acceptance.

energy
vision

credentials
history with the organization

Charismatic Leadership”

A charismatic leader's *vision* is key to follower acceptance. A vision is a long-term goal or strategy that is based on the attainment of values.

- 124) A _____ leader has five essential qualities: (1) individual capability; (2) team skills; (3) managerial competence; (4) the ability to stimulate others to high performance; and (5) a blend of personal humility and professional will.

Online Study

level-5

transactional

charismatic

transformational

VUZS.NET

Charismatic Leadership”

OF STUDENTS FROM VIRTUAL UNIVERSITY OF PAKISTAN

A *level-5* leader has five essential qualities: (1) individual capability; (2) team skills; (3) managerial competence; (4) the ability to stimulate others to high performance; and (5) a blend of personal humility and professional will.

- 125) The overall evidence indicates that transformational leadership is more strongly correlated than transactional leadership with _____.

lower turnover rates

higher productivity

higher employee satisfaction

all of the above

Transformational Leadership”

The overall evidence indicates that transformational leadership is more strongly correlated than transactional leadership with *lower turnover rates, higher productivity, and higher employee satisfaction.*

- 126) _____ leaders know who they are, know that they believe in and value, and act on those values and beliefs openly and candidly.

Transformational
Transactional
Charismatic
Authentic

"What is Authentic Leadership?"

Authentic leaders know who they are, know that they believe in and value, and act on those values and beliefs openly and candidly.

- 127) Which of the following is NOT a dimension of trust?

Integrity
Competence
Loyalty
Distance

Trust”

The key dimensions that underlie the concept of trust are *integrity, competence, consistency, loyalty, and openness*.

128) A _____ is a senior employee who sponsors and supports a less-experienced employee.

- mentor
- facilitator
- leader
- coach

"Mentoring"

A *mentor* is a senior employee who sponsors and supports a less-experienced employee. The mentoring role includes coaching, counseling, and sponsorship.

129) Which of the following is true concerning online leadership?

The digital age can never turn non-leaders into leaders.

Effective on-line leaders need to develop the skill of deciphering the emotional components of messages.

Managers whose face-to-face leadership skills are less than satisfactory will not shine online.

The on-line leader has received considerable attention from organizational behavior researchers.

Online Leadership"

Good interpersonal skills may include the abilities to communicate warmth, emotion, trust, and leadership through written words on a computer screen and to read emotions in others' messages. Some managers, whose face-to-face leadership skills are less than satisfactory, may shine online.

130) Which of the following is NOT a substitute for leadership?

Explicit formalized goals

Rigid rules and procedures

Cohesive work groups

Professional orientation of employees

Substitutes and Neutralizers to Leadership”

Organizational characteristics like explicit formalized goals, rigid rules and procedures, and cohesive work groups can replace formal leadership.

131) _____ research emphasizes style; whereas research on _____ focuses on tactics for gaining compliance.

Power; persuasion

Communication; politics

Leadership; power

Politics; leadership

Contrasting Leadership and Power”

Leadership research, for the most part, emphasizes style. In contrast, the research on *power* tends to encompass a broader area and focus on tactics for gaining compliance.

- 132) A has ____ power over B if A can dismiss, suspend, or demote B, assuming that B values his or her job.

Referent
Reward
Legitimate
Coercive

Bases of Power”

At the organizational level, A has *coercive* power over B if A can dismiss, suspend, or demote B, assuming that B values his or her job. Similarly, if A can assign B work activities that B finds unpleasant or treat B in a manner that B finds embarrassing, A possesses coercive power over B.

- 133) Avoidance of ____ is why most organizations develop multiple suppliers rather than give their business to only one.

knowledge
dependency
power
independence

"Dependency - Key to Power”

Dependency is inversely proportional to the alternative sources of supply.

- 134) ____ is the only power tactic that is effective across organizational levels.

Consultation

Rational persuasion

Pressure

Exchange

"Power Tactics"

Rational persuasion is the only power tactic that is effective across organizational levels.

- 135) Most studies confirm that the concept of _____ is central to understanding sexual harassment.

Online Study

Power

Sex

Politics

Locus of control

VUZS.NET

"Sexual Harassment: Unequal Power in the Workplace"

Most studies confirm that the concept of *power* is central to understanding sexual harassment. This seems to be true whether the harassment comes from a supervisor, a co-worker, or even an employee.

- 136) _____ occurs when people within organizations use whatever influence they can to taint the facts to support their goals and interests.

Politicking

Forming coalitions

Playing hardball

Facilitating teamwork

"Politics: Power in Action"

Politicking occurs when people use whatever influence they can to taint the facts to support their goals and interests.

137) Which of the following is NOT an individual factor related to political behavior?

Personality traits

Perceived alternatives

Level of trust

Expectations of success

Factors Contributing to Political Behavior"

An individual's *personality as well as investment in the organization, perceived alternatives, and expectations of success* will influence the degree to which he or she will pursue illegitimate means of political action.

138) _____ is the process by which individuals attempt to control the impressions others form of them.

Impression management

Misdirection

Defense behavior

Perception management

"Impression Management"

The process by which individuals attempt to control the impression others form of them is called *impression management*.

- 139) _____ are more likely to engage in impression management, molding their image to fit the situation.

Individuals with an external locus of control

High self-monitors

Senior level managers

Employees with high power distance

Impression Management”

High self-monitors are more likely to engage in impression management, molding their image to fit the situation.

- 140) Each of the following is a question your text suggests to analyze ethical questions except:

Is the action consistent with the organization's goal?

Is the action legal?

Does the action violate rights of other parties?

Does the action conform to standards of equity and justice?

The Ethics of Behaving Politically”

The decision tree asks three questions. The first question to answer addresses self-interest versus organizational goals. The second question concerns the rights of other parties. The final question relates to whether or not the political activity conforms to standards of equity and justice.

141) Conflict must be _____ by the parties to it.

controlled
understood
perceived
created

"A Definition of Conflict"

Conflict must be *perceived* by the parties to it. If no one is aware of a conflict, then it is generally agreed that no conflict exists.

142) The traditional view of conflict argues that conflict _____.

cannot be avoided
indicates a malfunctioning within the group
is good for a group
improves productivity

"Transitions in Conflict Thought"

The traditional view of conflict has argued that conflict must be avoided - *that it indicates a malfunctioning within the group.*

- 143) The _____ view of conflict argues that some conflict is absolutely necessary for a group to perform effectively.

human relations

interactionist

traditional

functional

"Transitions in Conflict Thought"

The *interactionist* view of conflict encourages group leaders to maintain an ongoing minimum level of conflict - enough to keep the group viable, self-critical, and creative.

- 144) _____ conflicts are almost always dysfunctional.

Explicit

Task

Relationship

Process

"Transitions in Conflict Thought"

Relationship conflicts are almost always dysfunctional. The friction and interpersonal hostilities inherent in relationship conflicts increases personality clashes and decreases mutual understanding, which hinders the completion of organizational tasks.

- 145) During the _____ stage of the conflict process, conditions are present that create opportunities for conflict to arise.

potential opposition or incompatibility

cognition and personalization

vision

intentions

"The Conflict Process"

The first step in the conflict process is the presence of conditions that create opportunities for conflict to arise. This is the stage known as *potential opposition or incompatibility*.

146) Assertiveness is _____.

the degree to which one party attempts to satisfy his/her own concerns

the degree to which one party attempts to satisfy the other party's concerns

the degree to which one party attempts to satisfy everyone's concerns

the degree to which one party is cooperative

"Stage III: Intentions"

Assertiveness is *the degree to which one party attempts to satisfy his or her own concerns*.

147) Labor-management negotiations over wages exemplifies _____ bargaining.

integrative

cost-effective

distributive

third-party

"Bargaining Strategies"

The most widely cited example of *distributive* bargaining is in labor-management negotiations over wages. Labor's representatives come to the bargaining table determined to get as much money as possible out of management. Since every cent more that labor negotiates increases management's costs, each party bargains aggressively and treats the other as an opponent who must be defeated.

- 148) _____ bargaining builds long-term relationships and facilitates working together in the future.

Integrative

Cost-effective

Distributive

Third-party

"Bargaining Strategies"

Integrative bargaining builds long-term relationships and facilitates working together in the future.

- 149) During which phase of the negotiation process do the parties exchange their initial proposals or demands?

Preparation and planning

Definition of ground rules

Clarification and justification

Bargaining and problem-solving

"The Negotiation Process"

Once you've done your planning and developed a strategy, you're ready to begin defining the ground rules and procedures with the other party over the negotiation itself. During this *definition of ground rules*, the parties will also exchange their initial proposals or demands.

150) Which of the following is correct about cultural differences in negotiation?

Japanese negotiators communicate directly and use the word "no" often.

In negotiations, Brazilians are likely to use physical contact.

North America persuade by appealing to emotions.

Arabs rely on facts and appeal to logic.

Global Implications"

While Japanese and North American negotiators were unlikely to exhibit any physical contact other than handshaking, Brazilians touched each other almost five times every half hour.

151) Work specialization is also referred to as ____.

span of control

division of labor

unity-of-command

job grouping

"Work Specialization"

Work specialization is also referred to as *division of labor*.

- 152) At an Alcoa aluminum tubing plant in upstate New York, production is organized into five departments: casting; press; tubing; finishing and inspecting, packing, and shipping. This is an example of _____ departmentalization.

product
functions
geography
process

"Departmentalization"

This is an example of *process* departmentalization because each department specializes in one specific phase in the production of aluminum tubing.

- 153) The _____ is characterized by highly routine operating tasks achieved through specialization.

matrix organization
bureaucracy
simple structure
team structure

"The Bureaucracy"

The *bureaucracy* is characterized by highly routine operating tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command.

- 154) The _____ violates the unity-of-command concept.

simple structure
bureaucracy
matrix structure
virtual organization

"The Matrix Structure"

The most obvious structural characteristic of the *matrix structure* is that it breaks the unity-of-command concept. Therefore, the matrix has a dual chain of command.

155) The _____ is also called the network or modular organization.

virtual organization
team structure
matrix
bureaucracy

"The Virtual Organization"

The *virtual organization* is also called the network or modular organization.

156) The boundaryless organization relies heavily on _____.

information technology
vertical boundaries
horizontal boundaries
external boundaries

"The Boundaryless Organization"

Because it relies so heavily on *information technology*, some have turned to calling this structure the T-form (or technology-based) organization.

- 157) The _____ is a structure characterized by extensive departmentalization, high formalization, a limited information network, and centralization.

mechanistic model

organic model

technology model

boundaryless organization

"Why Do Structures Differ?"

The *mechanistic model* has extensive departmentalization, high formalization, a limited information network (mostly downward communication), and little participation by low-level members in decision making.

- 158) Which of the following is NOT a determinant of an organization's structure?

Strategy

Organization size

Industry

Technology

"Why Do Structures Differ?"

Determinants of an organization's structure include *strategy, organization size, technology, and environment.*

159) Changes in corporate strategy precede and lead to ____.

changes in the environment

better communication

increased productivity

changes in an organization's structure

"Strategy"
Study Group

Structure should follow strategy. If management makes a significant change in its organization's strategy, the structure will need to be modified to accommodate and support this change.

160) Which of the following generalizations about organizational structures and employee performance and satisfaction is MOST true?

There is fairly strong evidence linking decentralization and job satisfaction.

There is no evidence that supports a relationship between span of control and employee performance.

The evidence generally indicates that work specialization contributes to higher productivity and reduced job satisfaction.

No one wants work that makes minimal intellectual demands and is routine.

"Organizational Designs and Employee Behavior"

There is no evidence that supports a relationship between span of control and employee performance.

161) Institutionalization is the process through which ____.

individuals become a part of an organization

an organization takes on a life of its own

an individual is offered a life-time position

an organization employs a critical mass of people

"Institutionalization: A Forerunner of Culture"

Institutionalization is *when the organization takes on a life of its own*, apart from its founders or any of its members.

162) Which of the following is NOT a characteristic of organizational culture?

Attention to detail

Innovation

Formalization

Team orientation

"What is Organizational Culture?"

The characteristics that capture the essence of an organization's culture are *innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability*.

163) A strong culture builds all of the following EXCEPT ____.

cohesiveness
loyalty
quality
organizational commitment

"Culture's Functions"

A strong culture demonstrates high agreement among members about what the organization stands for. Such unanimity of purpose builds *cohesiveness*, *loyalty*, and *organizational commitment*. These qualities, in turn, lessen employees' propensity to leave the organization.

164) Culture is most likely to be a liability when ____.

it increases consistency of behavior
the environment is dynamic
management is incompetent
it reduces ambiguity

"Culture as a Liability"

Culture is most likely to be a liability when the shared values are not in agreement with those that will further the organization's effectiveness. This is most likely to occur *when an organization's environment is dynamic*.

165) Which of the following is NOT a way that culture is created?

Founders hire and keep employees who think and feel the way they do.
Founders indoctrinate and socialize employees to their way of thinking and feeling.
Founders poll early employees to determine the appropriate cultural values.

The founders' own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs.

"How a Culture Begins"

The process of culture-creation occurs in three ways. First, *founders hire and keep employees who think and feel the way they do. Second, they indoctrinate and socialize these employees to their way of thinking and feeling. And, finally, the founders' own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs.*

166) All of the following serve to sustain a culture EXCEPT ____.

selection

formalization

socialization

top management

"Keeping a Culture Alive"

The *selection process, performance evaluation criteria, training and career development activities, and promotion procedures* ensure that those hired fit in with the culture.

167) ____ is the process that adapts employees to the organization's culture.

Training

Mentoring

Socialization

Communicating

"Keeping a Culture Alive"

Socialization is the process that adapts employees to the organization's culture.

- 168) Which of the following is NOT a common form by which culture is transmitted to employees?

Stories

Selection

Rituals

Language

"How Employees Learn Culture"

The most potent forms in which culture is transmitted to employees are *stories, rituals, material symbols, and language.*

- 169) Which of the following is NOT identified that managers can create a more ethical culture?

Visibly reward ethical acts.

Set aggressive performance goals.

Communicate ethical expectations.

Provide protective mechanisms.

"Creating an Ethical Organizational Culture"

Companies desiring to shape ethical cultures provide *visible role models, communicate ethical*

expectations, provide ethical training, visibly reward ethical acts, and provide protective mechanisms so that employees can discuss ethical dilemmas without fear of reprimand.

170) Which of the following is NOT a characteristic of a spiritual organization?

Focus on individual development

Employee empowerment

Censorship of employee expression

Trust and openness

"Characteristics of a Spiritual Organization"

The five cultural characteristics that tend to be evident in spiritual organizations are a *strong sense of purpose, focus on individual development, trust and openness, employee empowerment, and toleration of employee expression.*

171) The objective of effective _____ is to match individual characteristics such as ability and experience, with the requirements of the job.

job analysis

selection

recruitment

performance appraisal

"Selection Practices"

The objective of effective *selection* is to match individual characteristics such as ability and experience, with the requirements of the job. A model of the selection process includes three stages: initial selection, substantive selection, and contingent selection.

172) _____ tests assess the applicant's ability in an authentic situation.

Written

Background

Personality

Performance simulation

"Substantive Selection"

Performance-simulation tests assess the applicant's ability in an authentic situation. The two best-known performance-simulation tests are work samples and assessment centers.

173) Which of the following was NOT specifically suggested by your author as a general category of employee skills?

Financial

Basic literacy

Problem solving

Interpersonal

"Types of Training"

The four general skills categories are basic literacy, technical, interpersonal, and problem solving.

174) _____ skills training includes learning how to be a better listener and how to be a more effective team player.

Financial
Technical
Problem solving
Interpersonal

"Types of Training"

Interpersonal skills training includes how to be a better listener, how to communicate ideas more clearly, and how to be a more effective team player.

175) _____ training includes job rotation, apprenticeships, understudy assignments, and formal mentoring programs.

Off-the-job
On-the-job
Performance
E-training

Training Methods"

On-the-job training includes job rotation, apprenticeships, understudy assignments, and formal mentoring programs.

176) Performance evaluation serves a number of purposes, including determining who gets merit increases and other rewards. This is an example of which of the following functions of performance evaluation?

Basis for reward allocations

- Provides feedback on employees
- Provides a criterion against which management validates selection and development programs
- Helps managers make human resource decisions

"Purposes of Performance Evaluation"

The text emphasizes performance evaluation in its role as a mechanism for providing feedback and as a determinant of *reward allocation*.

- 177) _____ evaluation provides performance feedback from the full circle of daily contacts that an employee might have.

Online Study Group

Graphic rating scales

BARS

360-degree

Forced comparison

VUZS.NET

"Who Should Do the Evaluating?"

360-degree evaluation provides performance feedback from the full circle of daily contacts that an employee might have.

- 178) John's performance evaluation rates him on a scale of _____ to 5 for characteristics such as job knowledge and cooperation. John's company is using a _____ performance evaluation system.

forced comparison

written essay

graphic rating scale

<http://groups.google.com/group/vuzs>

www.vuzs.net

critical incident

"Methods of Performance Evaluation"

John's company is using a *graphic rating scale* performance evaluation system. In this system, a set of performance factors, such as quality or quantity of work, depth of knowledge, attendance, and initiative is listed and rated on a scale.

- 179) Even the most prestigious of schools has experienced grade inflation. In 1970, the average GPA of students at Princeton was _____, while it was _____ in 2000.

3.06, 3.43

2.47, 3.22

2.99, 3.40

3.22, 3.56

"Methods of Performance Evaluation"

Even the most prestigious of schools has experienced grade inflation. In 1970, the average GPA of students at Princeton was 2.99, while it was 3.40 in 2000.

- 180) Flextime, job sharing, and part-time work are examples of _____ for managing work-life conflicts.

time-based strategies

information-based strategies

money-based strategies

direct services

"Work-Life Conflicts"

Flextime, job sharing, and part-time work are examples of *time-based strategies* for managing work-life conflicts.

181) _____ are responsible for initiating and managing change within an organization.

Change agents

Innovators

Team leaders

Consultants

"Forces for Change"

Change agents are responsible for initiating and managing change within an organization. These individuals can be managers or non-managers, either insiders or third parties.

182) Stan is trying to implement a new organizational structure at his company. A group of key employees is resisting the change. In an attempt to "buy off" the leaders, Stan is giving them a key role in the change decision. He doesn't really value their opinion, but wants their endorsement. Stan is using the change strategy of _____.

education

cooptation

negotiation

coercion

"Overcoming Resistance to Change"

Stan is using the change strategy of *cooptation*. Once people discover Stan's motives, this strategy may backfire.

183) Refreezing involves _____.

movement to a new state

retrograde to an old state

making a new change permanent

training employees for change

"Lewin's Three-Step Model"

Refreezing involves *making the new change permanent*.

184) John Kotter's _____ for implementing change builds on Lewin's three-step model.

action plan

implicit strategy

refreezing model

8-step plan

"Kotter's 8-Step Plan for Implementing Change"

John Kotter's *8-step plan* for implementing change builds on Lewin's three-step model.

185) What of the following best describe action research?

a financial analysis tool used to evaluate the areas of the organization with the greatest potential for change

a change process that focuses on the forces driving change and the forces restraining change

a change process based on the systematic collection of data and then selection of a change action based on what the analyzed data indicate

all of the above

"Action Research"

Action research refers to a change process based on the systematic collection of data and then selection of a change action based on what the analyzed data indicate.

186) _____ is a paradigm that values human and organizational growth, collaborative processes, and a spirit of inquiry.

Organizational development

Change management

Action research

Employee wellness

"Organizational Development"

Organizational development is a paradigm that values human and organizational growth, collaborative processes, and a spirit of inquiry.

187) _____ uses high-interaction group activities to increase trust and openness among team members.

Sensitivity training

Process consultation
Intergroup development
Team building

"Organizational Development"

Team building uses high-interaction group activities to increase trust and openness among team members.

188) _____ seeks to identify the unique qualities and special strengths of an organization and build on these to improve performance.

Sensitivity training
Intergroup development
Process consultation
Appreciative inquiry

"Organizational Development"

Appreciative inquiry seeks to identify the unique qualities and special strengths of an organization and build on these to improve performance.

189) When errors are detected in _____, the correction process relies on past routines and present policies.

double-loop learning
single-loop learning
survey feedback
organizational development

"Creating a Learning Organization"

When errors are detected in *single-loop learning*, the correction process relies on past routines and present policies.

- 190) _____ has developed a reputation as one of America's most innovative companies by developing a stream of diverse products, including guitar strings, dental floss, medical devices, and fuel cells.

Procter and Gamble
General Motors
American Home Products
W. L. Gore

"Stimulating Culture of Innovation"

W. L. Gore has developed a reputation as one of America's most innovative companies by developing a stream of diverse products, including guitar strings, dental floss, medical devices, and fuel cells.

- 191) Which of the following is not a typical written test?

a. intelligence
b. integrity
c. work sample
d. aptitude

- 192) These tests have proven to be particularly good predictors for jobs that require cognitive complexity:

a. Intelligence
b. Integrity
c. Work sampling
d. Aptitude

- 193) From the late 1960s and mid-1980s, use of written tests declined because they were characterized as:
- a. unprofessional.
 - b. discriminatory.**
 - c. unreliable.
 - d. invalid.
- 194) Making an individual actually do the job as a test to see if he can do it is:
- a. a performance simulation test.
 - b. valid.
 - c. work sampling.
 - d. all of the above.**
- 195) The best way for an employer to find out if a potential employee can do a job is by:
- a. the interview process.
 - b. a written test.
 - c. a day in the office.
 - d. a performance simulation test.**
- 196) Hands-on simulations of part or the entire job is:
- a. an assessment center.
 - b. an performance-simulation interview.
 - c. job simulation assessment.
 - d. work sample.**
- 197) A more elaborate set of performance simulation tests, specifically designed to evaluate a candidate's managerial potential, is:

- a. work sampling.
- b. assessment centers.**
- c. personality tests.
- d. management development programs.

198) Work samples are widely used in hiring

- a. unskilled labor.
- b. skilled workers.**
- c. professional workers.
- d. managers.

199) Assessment centers are used specifically to evaluate what level of candidate?

- a. unskilled labor.
- b. skilled workers.
- c. professional workers.
- d. managers.**

200) Randy Powell, president of Second Cup Limited, was hired to transform the company into a recognized brand-name organization which would compete directly in the consumer marketplace. Through his experience in various other companies, Randy has learned that one of the most important contributors to success is:

using technical knowledge as a major force in managing a company.
developing programs which emphasize company rules and regulations.
implementing specifically targeted marketing plans.
developing a broad based system of performance appraisal.
developing good interpersonal or people skills.

201) All of the following topics and areas of concentration generally constitute the field of OB except:

international influences.
interpersonal communication.

group structure and process.
leadership.
work design.

202) Organizational behaviour is generally considered to be all of the following except:

applying scientific findings to practical organizational problems.
an applied field.
a field of study.
studying what people do in an organization.

an intuitive analysis of human behaviour.

203) It has become evident that Canadians seem to be expecting more from business and how business leaders conduct themselves and their organizations. All of the following statements are beliefs of Canadians regarding the interrelationship between corporations and society except:

Corporations should be profitable at any cost.

Profitable corporations should not lay off workers.
Corporations need to be accountable to a number of different stakeholders.
Corporations should play a larger role in society.
Corporations should assume a greater leadership role in various community activities.

204) In a recent Financial Post survey regarding workplace expectations, 75 percent of the public deemed that the most important aspect of their jobs was:

higher salaries.
more work time.
job satisfaction.
better fringe benefits.
increased union organization.

205) Canadian workers are adapting to a new workplace characterized by the need for training and further skill development. Adaptability mechanisms are many and complex. The recession which affected Canadian industry appears to be in various stages of flux. Many managers have come to realize that one of the most important requirements for maintaining flexibility and adaptability is:

providing specific and clear rules for conduct.

a careful balance of managing expectations between employers and employees.

placing less emphasis on training and development.

placing less emphasis on job satisfaction.

reducing costly human resource programs.

- 206) A program that asks managers to reconsider how work would be done and their organization structured if they were starting to develop the company from the beginning is called:

re-engineering.

MBO.

TQM.

diversity training.

empowerment.

- 207) One approach that might have merit in improving company effectiveness is to combine some forces which could improve productivity, job satisfaction and ultimate profitability. Some of these forces include:

empowering employees, TQM and re-engineering.

new rules and regulations to govern employee behaviour.

major emphasis on efficiency and profitability only.

hiring more managers to supervise technological development.

downsizing, layoffs and restructuring.

- 208) One phenomenon that assists companies in becoming globally connected to increase business opportunities is:

computerization and telecommunications through the Internet.

buying and installing new and more powerful computers.

devising new systems of import and export regulations.

reducing the emphasis on creating a comprehensive business plan.

developing broadly based marketing plans.

- 209) Whereas _____ focuses on differences between people from different countries, _____ addresses differences among people within given countries.

workforce diversity; globalization

globalization; workforce diversity

culture; diversity

culturization; workforce diversity

globalization; culturization

- 210) If modern day managers do not positively address and manage workforce diversity, all of the following may become negative outcomes for an organization except:

more difficult communication.

increased creativity and innovation.

more interpersonal conflicts.

potential for higher employee turnover.

less effective consequences of decision making.

- 211) By managing people well, companies such as Imperial Oil, Royal Bank, Bank of Montreal and others have recognized that all of the following elements contribute to success except:

developing recognizable corporate responsibility.

developing a "profit-at-any-cost" environment.

building long term investment value.

achieving sound financial performance.

growing awareness for developing a team approach.

- 212) Managing well is obviously an important factor in organizational success. We know that the best companies to work for have low turnover and generally more satisfied employees. In this type of setting, all of the following have been expressed by employees as reasons for choosing to stay with a company for long periods of time except:

exciting and challenging work

chance to change careers within the same company

chance for challenging overseas assignments

focus solely on salary

promise of promotion from within

- 213) If we know how a person perceives a situation and what is important to him/her, then behaviour is generally:

controllable.
predetermined.
uncontrollable.
unpredictable.
predictable.

214) Which behavioural science discipline has made the most significant contribution to understanding individual behaviour?

sociology
social psychology
psychology
anthropology
political science

215) The OB subject of "perception" has been most influenced by which behavioural science discipline?

political science
psychology
social psychology
anthropology
sociology

216) The OB subject of "bureaucracy" has been most influenced by which behavioural science discipline?

social psychology
anthropology
sociology
political science
psychology

217) OB's current state of investigation and study is best described as:

All of OB is based on universal truths proposed by academics, researchers and practitioners.

Political forces have a tendency to influence the study of OB and, hence, skew resulting conclusions.

There is little disagreement among OB researchers and scholars as to the current state.

OB is practically based on situational or contingency conditions driven by leadership style.

Cause-effect principles, which tend to apply to all situations, have been isolated.

- 218) You are working as an assistant to an OB specialist doing research on a project to determine relationships between certain variables and cause-effect situations. The specialist is attempting to determine when people are motivated by pay or salary and when they are motivated by recognition, support and encouragement. By examining the connection between rewards and incentives and motivation under various conditions, the specialist appears to be using which of the following approaches in research?

open-systems approach

contingency approach

human resources approach

observational approach

scientific management approach

- 219) A model is a(n):

abstraction of reality.

response that is affected by an independent variable.

independent variable.

response that is affected by a dependent variable.

dependent variable.

- 220) The best example of an efficient organization or employee is:

an instructor who teaches larger classes than his or her fellow colleagues.

operating a hospital at the lowest possible cost while achieving higher output.

a telemarketer who makes the required number of calls by the end of the day.

a sales person who acquires the most clients of anyone in the company.

being the most pleasant real estate broker in Toronto.

- 221) Which of the following could be a positive impact of absenteeism?

disruption of workflow

delay of decision making

decrease in efficiency and effectiveness

reduction in quality of output

reduction of poor employee performance

- 222) Ruth needs to examine the process of employee turnover in her company and the resultant effects and costs being realized by the company. Upon careful examination of the financial records in her own department, Ruth noted that the following factor stood out as a major cost:

design and development of new evaluation forms.

recruitment, selection and training of new employees.

resistance to new employees by the HR department.

orientation programs for new employees.

resentment of new employees by existing employees.

- 223) The general attitude toward one's job and the difference between the amount of rewards workers receive and the amount they believe they should receive is known as:

turnover.

total quality management.

job satisfaction.

job security.

management by objectives.

- 224) Individual-level independent variables include:

technology.

organizational culture.

human resource policy.

group behaviour.

perception.

- 225) The structure of an OB model includes three basic levels of analysis: individual, group, and organization systems. Issues that influence all three levels in various ways and thus affect behavioural dynamics are:

change and stress.

organizational culture and commitment.

power and politics.

work design and technology.

values and attitudes.

- 226) The group level analysis in an OB model includes all of the following independent variables except:

leadership.
group decision making.
work teams.
organizational culture.
group structure.

227) According to the OB model, all of the following are characteristics of human output except:

conflict.
satisfaction.
turnover.
productivity.
absence.

228) Some of OB's challenges and opportunities include all of the following except:

reinforcing the importance of traditional methods of management.
offering specific insights to improve interpersonal and people skills.
helping us learn to cope in a continuously changing world.
facilitating the improvement of quality and employee productivity.
acknowledging individual differences and value of workforce diversity.

229) One of the major frameworks that every individual will need to develop and accommodate throughout their working lives is:

always work for others since this reduces stress.
recognize that a contingency approach is of minimum value.
a continuous process of learning and skill building.
rely on traditional values since they have worked in the past.
entrepreneurism is the only hope of survival in the future.

230) Maureen Kempston Darkes is the first woman to head General Motors Canada. Maureen is very much aware of the many challenges that she faces on both a day-to-day and long-range basis. However, she has a firm belief that her employees can contribute to improving company operations. Her colleagues in the industry view her as:

one who wishes to rigidly maintain the status quo at the company.
a manager who is focusing solely on the company and her employees.
a leader who recognizes that labour conflict is not a major concern to her.

a manager who wishes to remove most of the control systems within General Motors.

a team player who strives for less hierarchical ways to communicate.

- 231) In addition to physical location and size, many other factors affect how organizations are structured and how they operate. All of the following statements are characteristic of organizations except:

They can be located in either the public or private sector.

They can be unionized or value the benefit of being non-unionized.

They can be publicly traded or privately held.

They can operate in the for-profit or non-profit sectors.

Managers within the organization always own shares in the firm.

- 232) The external focus of the competing values framework refers to all of the following except:

environmental conditions.

marketplace.

production processes.

government regulations.

technological changes.

- 233) The flexibility-control dimension of the competing values framework refers to:

competing demands to balance traditional operations with future needs.

developing structures that maximize predominantly traditional operations.

focusing all attentions internally to maintain established operating systems.

maximizing the internal focus of an organization for maximum productivity.

maximizing the external focus of an organization for maximum productivity.

- 234) When we consider leadership in an organization, we typically refer to:

the person or persons who oversee the activities of others.

the person or persons developing specific work patterns.

the person or persons responsible for setting the overall vision.

the individual who acts solely as the figurehead for the organization.

the individual who deals with the political issues of organizational function.

- 235) Managers generally need to develop an approach that will facilitate their effectiveness while achieving the organization's goals. On the control dimension of the competing values framework, managers must:

set clear goals regarding productivity expectations.

develop mentoring and facilitating skills.

serve as innovators and brokers.

develop skills which will maintain flexibility and discretion.

inspire employees toward high performance behaviour.

- 236) The competing values framework identifies a series of roles for which managers and employees facing a changing workplace must develop new skills. The monitor role includes which of the following: skills?

goal setting and management of conflict.

evaluating and responding to routine information.

negotiating agreement and commitment.

team building and developing subordinates.

managing change and delegating effectively.

- 237) The competing values framework:

is used by organizations to identify individuals best suited for promotion by examining the emphasis they place on various managerial activities.

is the best approach to use for understanding the complexity of managerial roles in a rapidly changing social and technological environment.

helps determine what managers do by categorizing different, but interrelated, sets of behaviours attributable to the responsibilities of a manager.

is one approach used to facilitate development of skills required by successful managers in organizations facing new and complex challenges.

is used by learning organizations to assist them in their acquisition, dissemination and application of knowledge for continued success.

- 238) Henry Mintzberg concluded that managers are primarily concerned with a variety of functional roles which can be grouped into the following categories:

traditional, communication, networking.

technical, human, conceptual.

planning, organizing, leading.

interpersonal, informational, decisional.

commanding, coordinating, controlling.

- 239) According to Luthans and his associates, which activity is not part of human resource management?

staffing

disciplining

socializing

managing conflict

motivating

- 240) Which of the following statements is false regarding the study conducted by Luthans and his associates?

A successful manager was defined in terms of how quickly he or she moved up within the organization.

The aspect which distinguishes the average manager from the effective manager from the successful manager is the amount of time and effort devoted to the various managerial activities.

Social and political skills are not as important as performance when one examines the speed of managerial promotion within organizations.

All managers, regardless of the organizations within which they work, generally engage in similar managerial activities.

The effectiveness of managers was defined in terms of quantity and quality of their performance and the satisfaction and commitment of their subordinates.

- 241) All of the following statements are true about learning except:

Learning involves change which can be either positive or negative from an organizational perspective.

The change in behaviour resulting from learning is usually temporary or reflexive in nature.

Changes in behaviour indicate that learning has taken place, and learning is a change in behaviour.

Learning requires some form of experience which can be acquired either directly or indirectly. Behavioural changes that result from learning must be relatively permanent.

- 242) Three common theories have been offered to explain the process by which individuals acquire their patterns of behaviour: classical conditioning, operant conditioning and social-learning. Which of the following statements is false when examining these theories?

Any situation in which it is either explicitly stated or implicitly suggested that reinforcements are contingent on some action on your part involves the use of operant conditioning.

As part of classical conditioning, learning a conditioned response involves building up an association between a conditioned and an unconditioned stimulus.

Most behaviour, particularly the complex behaviour of individuals in organizations is emitted rather than elicited; it is voluntary rather than reflexive.

Operant conditioning is passive in nature as it is elicited in response to a specific, identifiable event and as such, can explain simple reflexive behaviours.

Social-learning theory, although an extension of operant conditioning, also acknowledges the existence of observational learning and the importance of perception.

- 243) The classical conditioning theory of learning grew out of

experiments performed by Ivan Pavlov.

the work and research of Henri Fayol.

experiments performed by B. F. Skinner.

experiments and studies of Robert Katz.

studies conducted by Luthans and associates.

- 244) Comfort foods that bring back memories of a certain time and place is an example of

situational conditioning.

operant conditioning.

sensory conditioning.

associated conditioning.

classical conditioning.

- 245) Operant conditioning argues that

behaviour is reflexive in nature.

behaviour is not learned.

behaviour is a function of its consequences.

the tendency to repeat a behaviour is very strong.

observational learning is predominant in creating behaviour.

- 246) When a response is followed by the termination or withdrawal of something unpleasant, it is called:

manipulation.

positive reinforcement.

negative reinforcement.

extinction.

elimination.

- 247) Suspending an employee who shows up for work drunk is an example of:

extinction.

negative reinforcement.

punishment.

poor management practice.

a conditioned response.

- 248) Eliminating any reinforcement that is maintaining an unwanted behaviour is called:

negative reinforcement.

positive reinforcement.

classical conditioning.

extinction.

punishment.

- 249) All of the following statements are true regarding both positive and negative reinforcement except:

Both result in learning.

Both strengthen desired response and increase probability of repetition.

Both tend to weaken behaviour and decrease its subsequent frequency.

Both strengthen job performance.

Both affect behaviour and interaction with the boss.

- 250) In a case where an employee is frequently late for work and every time he/she is not tardy, the manager compliments him/her for being on time, the manager is using:

continuous schedule reinforcement.

negative reinforcement.

intermittent schedule reinforcement.

repetitious schedule reinforcement.

fixed-interval reinforcement.

- 251) According to research, the _____ form of reinforcement tends to promote more resistance to extinction than does the _____ form.

repetitious; intermittent

intermittent; continuous

varied; repetitious

continuous; intermittent

continuous; varied

- 252) Examples of how managers can use learning theory include all the following except:

using lotteries which follow a variable-ratio schedule to reduce absenteeism.

disciplining employees for undesirable behaviours.

using various techniques to reinforce management's authority.

developing effective employee training programs.

rewarding attendance and good health through implementation of well-pay programs.

- 253) Which of the following statements does not describe the effect of discipline on employee behaviour?

It tells employees what not to do.

It tells employees what to do in the future.

It produces fast results in the short run.

It leads to employee frustration and fear of management.

It increases absenteeism and turnover.

- 254) Which of the following behaviours would undermine a manager's use of discipline?

Responding with disciplinary action as soon as possible after noticing the violation.

Using due process by providing an opportunity for the employee to explain his or her position.

Providing a warning before initiating disciplinary action.

Demonstrating fairness and consistency by treating every employee exactly alike.

Allowing the employee to determine what he or she will do to ensure the violation will not be repeated.

- 255) Which of the following is false regarding the knowledge development approach to organizational learning?

Organizations learn through feedback based on previous successes and failures.

Organizations learn by collecting, interpreting and acting upon information.

Organizations transfer knowledge to one another by sharing knowledge, impressions and beliefs.

Organizations tend to look for entirely new processes and procedures to carry out their work.

Organizations are better prepared to face new challenges for which they have no prior experience.

- 256) Which learning theory would best serve as a guide to assist organizations in improving the effectiveness of their training programs?

competing values framework

classical conditioning

operant conditioning

social learning

reinforcement theory

- 257) Examples of on-the-job training include all of the following except:

job rotation.

apprenticeship.

simulation exercises.

coaching.

mentoring.

- 258) Examples of off-the-job training include all of the following except:

classroom lectures.

apprenticeship.

simulation exercises.

vestibule training.

use of videos.

- 259) Interpersonal and problem solving skills may best be learned through:

simulation exercises.

classroom lectures.

videos.

vestibule training.

apprenticeship.

- 260) A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is called:

interpretation.

environmental analysis.

perception.

outlook.

environmental impact.

- 261) The focus of a person's attention appears to be influenced by all of the following except:

the person's interests.

the person's past experiences.

the person's motives.

the target itself.

the person's attitudes.

- 262) The theory that has been proposed to develop explanations of how we judge people differently, depending upon the meaning we assign to a given behaviour, is:

attribution theory.

judgmental theory.

situational theory.

behavioural theory.

equity theory.

- 263) Which of the following is not true about attribution theory?

It attempts to attribute causes to specific behaviours.

The cause of behaviour may be internal.

The cause of behaviour may be external.

Behaviour can be attributed to one's heredity.

Different situations may cause different behaviours.

264) Janice is late for work each day by about ten minutes. This behaviour exhibits:

consensus.

similarity.

reliability.

consistency.

validity.

265) The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others is known as:

fundamental attribution error.

self-serving bias.

selective perception.

consistency.

attribution theory.

266) The tendency of an individual to attribute his own successes to internal factors while placing the blame for failures on external factors is known as:

fundamental attribution error.

self-serving bias.

consistency.

selective perception.

selective judgment.

267) To blame your boss for not giving you a raise you felt you deserved is an example of:

fundamental attribution error.

attribution theory.

self-fulfilling prophecy.

self-serving bias.

selective perception.

268) Shortcuts in judging others include all of the following except:

stereotyping.
halo effect.
projection.
self-serving bias
contrast effects.

269) When we draw a general impression about an individual based on a single characteristic such as intelligence, sociability or appearance:

we have misjudged the person.
personal bias is in effect.
we are prejudiced.
the halo effect is operating.
we are projecting.

270) One of the shortcuts used to judge others involves evaluating a person based on how he/she compares to other individuals recently encountered. This shortcut is known as:

selective perception.
prejudice.
projection.
contrast effects.
halo effect.

271) People who engage in _____ tend to perceive others according to what they themselves are like, rather than according to what the person being observed is really like.

projection
contrast effects
the halo effect
stereotyping
selective perception

272) When we judge someone on the basis of our perception of the group to which he/she belongs, we are using the shortcut called:

grouping.

stereotyping.

categorizing.

assimilating.

the halo effect.

273) A trait that is not inherited is:

muscle composition and reflexes.

energy level.

cultural norms.

psychological makeup.

gender.

274) An individual's personality is determined by all the following except:

genetics.

environment.

perceptual process.

situational factors.

heredity.

275) Factors that are considered environmental influences on our personality include all the following except:

birth order.

heredity.

culture.

family norms.

Protestant work ethic.

276) "Bob is easy-going at home, but at work he becomes very tense and anxious."
This statement attributes Bob's personality more to which of the following:

heredity.

environment.

situation.

locus of control.

internalization.

277) All of the following personality attributes have potential for predicting behaviour in organizations except:

Machiavellianism.

type A personality.

locus of control.

conscientiousness.

propensity for risk taking.

278) Individuals who rate high in externality:

are less satisfied with their jobs.

have lower absenteeism rates.

are less alienated from the work setting.

are more involved on their jobs.

perceive they have significant control.

279) Characteristics of individuals high in Machiavellianism include which of the following?

maintains emotional distance, highly authoritative, believes in swift discipline

impulsive, emotionally involved, has strong ethical beliefs

pragmatic, maintains emotional distance, believes ends can justify means

focus most of their time on people issues

develops a realistic and empathetic approach to dealing with employees

280) People with high self-esteem:

are less likely to take unpopular stands than low SEs.

tend to be more satisfied with their jobs than low SEs.

tend to be less satisfied with their jobs than low SEs.

tend to be more concerned with pleasing others than low SEs.

generally have lower expectations of success than low SEs.

281) How would you describe an individual who is capable of presenting striking contradictions between who they are in public and who they are privately?

high self-esteem

low self-esteem

high self-monitoring

low self-monitoring

high risk-taking

282) A risk avoider tends to make decisions:

quickly and with little information.

quickly and with substantial information.

slowly and with little information.

slowly and with substantial information.

only if it is absolutely necessary.

283) Which occupation has the highest risk-taking propensity?

an accountant performing auditing activities

a stock trader in a brokerage firm

a computer technologist

a marketing representative

a clerk in a department store

284) An individual who is aggressively involved in a chronic incessant struggle to achieve more and more in less and less time is a(n):

Type A.

Type B.

Type AB.

extrovert.

self-monitor.

285) All of the following are characteristics of Type A personality except:

They operate under moderate to high levels of stress.

They are generally faster workers.

They feel impatient with the rate at which most events take place.

They strive to achieve two or more goals at once.

They can easily pursue leisure activities without feeling guilty.

286) A Type B personality would be most likely to exhibit all of the following characteristics except:

being easy going.

enjoying leisure and quiet time.

eating meals slowly.

concentrating on only one task at a time.

concentrating on several tasks at a time.

287) Holland's theory argues that job satisfaction is highest and turnover lowest where:

personality and occupation are in agreement.

an individual is highly motivated.

salary is high.

employees have an education.

personality and occupation are not in agreement.

288) A sequence of positions occupied by a person during the course of a lifetime is generally referred to as (a):

job.

career.

career anchor.

management.

life-long learning.

289) Modern opinions regarding organizational responsibility for career development seem to indicate that:

organizations have an obligation to provide individuals with life-long employment.

organizations should have formalized employer-directed career planning programs.

career development should be paternalistic.

organizations should be supportive as individuals proceed with their own career development.

organizations should provide networking contacts for their employees.

290) Power distance is generally defined as the degree to which:

people in a society accept that power in organizations is distributed equally.

people in a society accept that values in organizations are distributed unequally.

a society accepts that power in organizations is a central attribute.

a society accepts that culture in organizations is relatively stable.

people in a society accept that power in organizations is distributed unequally.

- 291) All of the following statements are correct regarding the importance of values except:

Values facilitate the understanding of attitudes and motivation.

Values influence our perceptions.

Values can cloud objectivity and rationality.

Values generally have no effect on job satisfaction.

Values generally influence attitudes and behaviour.

- 292) The long-term versus short-term orientation dimension suggests that people with long-term orientation value _____ whereas individuals with short-term orientation emphasize _____.

respect for tradition and fulfilling social obligations; thrift and persistence

thrift and persistence; respect for tradition and fulfilling social obligations

relationships and welfare for others; assertiveness and competition

thrift and persistence; sensitivity and concern for the welfare for others

thrift and persistence; assertiveness and competition

- 293) The boomers, one of the broad age groups described by Adams, generally reflect to some extent all of the following stereotypes typical of this generation except:

rejection of authority.

skepticism regarding motives of big business and government.

need for personal autonomy and self-fulfillment.

strong concern for the environment.

strong desire for equality in the workplace.

- 294) Values are:

synonymous with attitudes.

flexible and adaptable.

based solely on perception.

fairly stable over time.

consistent among occupational groups.

- 295) It would appear from observation and research that the values of Canadians have changed substantially in the last ten years. Air Canada determined that all of the following are characteristic of Canadians except:

Canadians have become more nationalistic and more confident.

Canadians have become more confident and less nationalistic.
they are human, caring and humble, while also seeking respect.
there is currently more emphasis on the individual than the collective.
there is a strong social conscience among Canadians.

- 296) The personality of Canadians as compared to Americans is generally reflected by all of the following characteristics except:

more emphasis on politeness and following rules.
more pragmatic and less ideological.
valuing individuality and freedom.
valuing peace, order and equality.
demonstrating more shyness and courteousness.

- 297) According to Hofstede, which of the following countries scored high on the power distance dimension?

United States
Germany
Japan
Russia
Netherlands

- 298) The socialization process and practices that occur during childhood will generally extend into the workplace. This is reflected in the differences between the values and work ethic of Japanese and American employees. American children have been taught early in their formative years to:

be team players.
work within the group.
conform.

question and analyze.

recount facts.

- 299) Honeywell Limited, through the efforts of its management, instituted a learning for life program and encourages its diverse workforce to work together effectively. Their diversity training programs have helped people become more committed to the organization. All of the following are results that have been achieved through these programs except:

Employee pride and self-esteem improved dramatically.

Productivity increased by 40 percent.

Inventory was reduced by 60 percent.

Bottom line results were significant.

Overall company growth remained flat.

- 300) Jon is a middle-level manager at Apex Corporation which manufactures electronic switches for the telecommunications industry. Jon has been in his position for about three years and has been heard on several accounts expressing the fact that he likes his job. Jon is expressing his:

attitude about work.

values about work.

perceptions about work.

frustration by making a positive comment.

Jon is really not expressing anything significant.

- 301) Job satisfaction is best described as:

a behaviour.

a value.

an attitude.

a perception.

a personality trait

- 302) Job involvement is best defined as a worker's:

general attitude toward his or her job.

loyalty to the organization.

identification with the job.

need to participate in organizational social activities.

identification with a particular organization

- 303) Changing a worker's attitude is not an easy task. To get a worker to change their attitude requires a variety of approaches which can include all of the following except:

presenting strong evidence to support your reasons for wanting an attitude change.

clearly telling the individual what is expected.

presenting arguments which fit each individual being targeted for change.

appealing to the individual's fears, frustrations and other emotions.

using a positive and tactful tone when using oral persuasion.

- 304) Which of the following is not considered to be characteristic of organizational commitment?

psychological identification with one's job

acceptance of goals and values of the organization

willingness to help the organization achieve its goals

desire to remain within the organization

a more enduring response to the organization as a whole than job satisfaction.

- 305) Employees are most likely to respond to change efforts made by someone who:

is liked, credible and convincing.

has an impressive title.

is considerably older than the workers.

is new to the organization.

can develop effective regulations.

- 306) Cognitive dissonance may be viewed as a(n)

way to change organizational direction.

force encouraging organizational policy changes.

external pressure to organizational values.

external pressure to change one's attitude.

internal pressure to change one's attitude.

- 307) As managers increasingly face diversity concerns in the workplace, it becomes incumbent upon them to develop ways and means to deal with these concerns and the related problems. One of the difficulties of dealing with diversity issues is:

determining how to accommodate the needs of diverse employees.
developing adequate rules and regulations to govern work.
determining how to best simplify the various affiliations of individuals.
attempting to develop programs which will assimilate diversity.
determining how to accommodate the needs of the organization

- 308) Jobs require a tremendous amount of initiative and activity which sees the worker as interacting with a wider variety of job elements. All of the following are examples of some of those job elements except:

following company policy and regulations.
meeting performance and productivity standards.
interacting with co-workers and management.
performing community service activities.
often living with less than ideal working conditions.

- 309) The following are all determinants of job satisfaction except:

equitable rewards.
level of education
supportive colleagues.
supportive working conditions.
mentally challenging work

- 310) Not all individuals seek money as the single most important factor in a job. Many people willingly accept less money for all of the following reasons except:

to have greater discretion over management practices.
to work in a less demanding job.
to work in a preferred location.
to have greater discretion in the hours they work.
to have greater discretion in the work they do.

- 311) Despite the fact that the majority of Canadians express overall satisfaction with their jobs, all of the following are factors that companies and managers might examine with a view toward improvement except:

communication of information to employees
developing increased collegial support
implementation of fair and reasonable reward systems
better rules and regulations for employee behaviour
devising ways and means to make work more challenging.

312) Research indicates that satisfaction may not lie in the job but in an employee's:

personality.

values.
attitude.
health.
stress level.

313) Management is beginning to realize that an individual's disposition toward life, which seems to hold over time and carries over into his or her disposition toward work, is embodied in the individual's:

value system.

genetic makeup.

attitudes.
level of stress.
general well-being.

314) Managers are advised that manipulating job characteristics, working conditions, rewards and job fit may have little effect on job satisfaction. Instead managers should focus on:

employee selection to screen out individuals who appear to be negative.

employee selection to screen out individuals who seem to be management material.
employee selection to screen out individuals who have extensive work experience.
testing all employees for specific value characteristics.
selecting employees who have a clear ideology of how rewards should be allocated.

315) Employee dissatisfaction can be expressed in a variety of ways which include all of the following except:

conforming to company values.

stealing company property.
insubordination.
complaining.

shirking part of their responsibilities.

316) Attending union meetings as a response to dissatisfaction would be what type of response?

exit

voice

value clarification

neglect

loyalty

317) Quietly continuing to do your work, even though you're dissatisfied, is what type of response to dissatisfaction?

exit

voice

loyalty

neglect

uncertainty avoidance

318) Evidence suggests that cross-cultural training makes an extremely positive impact upon the organization and the individuals employed there. Cross-cultural training fosters all of the following except:

higher performance.

improved relationships.

focus on preservation of traditional values.

ability to adjust more rapidly to a new culture.

reduction of expatriate failure rates.

319) A variety of training techniques designed to prepare individuals for foreign work assignments include all of the following except:

documentary programs.

print material on the country's demographics.

role-playing exercises.

traditional classroom training.

simulated social settings.

320) Motivation is best defined as:

high performance.

efficient behaviour.

a willingness to exert high levels of effort.

being told to exert high levels of effort.

a company's cultural norm.

321) All of the following are assumptions of Theory X except:

Employees will avoid assuming responsibilities.

Employees are lazy and generally dislike work.

Employees will seek formal direction whenever possible.

People will exercise self-direction if committed to objectives.

Individuals tend to consider security as the most important factor.

322) A Theory Y employee would:

dislike work.

need to be controlled.

avoid responsibility.

exercise self-direction.

display little ambition.

323) Maslow's hierarchy has five levels of needs. Which of the following is not one of those levels?

safety needs

social needs

motivational needs

self-actualization needs

physiological needs

324) Which step in Maslow's hierarchy of needs theory deals with achieving one's potential?

self-actualization

esteem

safety

social

physiological

325) According to Maslow, when does a need stop motivating?

When it is substantially satisfied.

It never stops motivating.

When one returns to a lower-level need.

When a higher level need comes into focus.

When too many other needs come into focus.

Reference:

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326) Which one of the following statements about Maslow's hierarchy of needs theory is not true?

The five levels of needs are arranged in hierarchical order.

Physiological needs are the lowest level.

The lower order need must be fully satisfied before the next higher need becomes dominant.

The need hierarchy concept has not been well supported by research.

Managers recognize that motivation can be highly effective when centered on specific needs.

327) Which of the following is not true about the motivation-hygiene theory?

Working conditions are characterized as hygiene factors.

Intrinsic factors are motivators.

Jobs become satisfying when dissatisfying characteristics are removed.

Responsibility is a satisfier.

Extrinsic factors are associated with dissatisfaction.

328) Which of the following would be classified by Herzberg as a hygiene factor?

growth

company policy

self satisfaction

achievement

responsibility

329) Which of the following is not a criticism of the motivation-hygiene theory?

No overall measure of satisfaction is utilized.

The research methodology does not examine productivity.

The theory is inconsistent with previous research.

One's attitude toward work can very well determine success or failure.

Procedures used are limited by methodology.

330) Desire for relationships with those who are significant to us such as family members, supervisors and friends, are examples of Alderfer's:

existence needs.

relatedness needs.

growth needs.

esteem needs.

social needs.

331) Which one of the following statements is not characteristic of ERG theory?

It proposes three groups of core needs: existence, relatedness, and growth.

The theory involves a frustration-regression dimension.

More than one level of needs may serve as motivators at the same time.

Existence needs must be satisfied before relatedness needs become important.

ERG theory seems to represent a more valid version of the needs hierarchy.

332) Who proposed that achievement, affiliation and power are three important needs which help explain motivation in workplace situations?

McClelland

Alderfer

Herzberg

Maslow

McGregor

333) The desire for influence and control over others is an example of McClelland's need for:

achievement.
affiliation.
power.
esteem.
socialization.

334) Individuals with a high need to achieve prefer jobs which offer all of the following except:

personal responsibility for finding solutions to problems.
a high degree of risk.
an intermediate degree of risk.
rapid feedback so they can determine if their performance is improving.
an equal chance of success or failure.

335) The best managers are:

high in their need for power and low in their need for affiliation.
high in their need for power and high in their need for affiliation.
low in their need for power and low in their need for affiliation.
high in their need for power and high in their need for achievement.
low in their need for power and high in their need for achievement.

336) Which of the following is inconsistent with goal-setting theory?

Specificity of goals increases motivation.
Goals that are certain to be accomplished increase motivation.
Challenging goals or difficult goals can increase performance.
Participation in setting goals increases the chances for those goals to be accepted.
Self-generated feedback is a more powerful motivator than externally-generated feedback.

337) Your personal evaluation of your ability to perform is termed:

goal setting.
equity.
self-efficacy.
distributive justice.

goal commitment.

- 338) The probability perceived by the individual that exerting a given amount of effort will lead to performance is the:

rewards-personal goals relationship.

performance-reward relationship.

effort-performance relationship.

rewards-effort relationship.

performance-goal setting relationship.

- 339) Expectancy theory is an example of a:

hierarchical model

needs-based model

contingency model

cognitive evaluation model

goal-setting theory

- 340) In equity theory, individuals assess the:

cost-benefit ratio.

efficiency-effectiveness trade-off.

quantity-quality trade-off.

outcome-input ratio.

goal setting-reward ratio.

- 341) Which of the following is not a referent comparison an employee can use in equity theory?

self-inside

self-goal

other-outside

self-outside

other-inside

- 342) When people perceive an imbalance in their outcome-input ratio relative to others:

an illegal situation is assumed.

they expect to be promoted.

tension is created.

turnover is inevitable.

goal-setting needs to be renewed.

343) If a salaried worker is underpaid, equity theory would predict that:

quantity will increase.

quality will increase.

quantity and/or quality will decrease.

there will be no effect.

goal-setting will need to be modified.

344) If a piece-rate employee is overpaid, equity theory would predict that:

quality will increase.

quantity will increase.

quality will decrease.

there will be no effect.

performance goals would need to be changed.

345) There are several types of justice. Which one is the term for "fairness of the process"?

interpersonal justice

distributive justice

equity

procedural justice

social justice

346) Which employee would be least likely to be motivated by organizational rewards?

one with a low need for affiliation

one with a high need for achievement

one with a low need for achievement

one with a high need for power

one with high need for power and achievement

347) Which of the following is suggested by cognitive evaluation theory?

It would make sense to make an individual's pay noncontingent on performance.

Employees are motivated by a hierarchy of needs.

Extrinsic rewards increase intrinsic rewards.

Needs are divided into higher-order and lower-order categories.

It would make sense to make an individual's pay contingent on performance.

- 348) Most current motivation theories were developed in the United States by Americans and have a strong emphasis on:

individualism and quantity of life.

teamwork and quality of life.

teamwork and quantity of life.

risk minimization and consensus.

teamwork and goal setting.

- 349) Basic literacy training must often be provided by employers because about _____ of Canadians between the ages of 16 and 65 don't have reading skills that match the demands of tomorrow's workplace.

10 percent

15 percent

22 percent

35 percent

42 percent

- 350) Management by objectives emphasizes participatively set goals that are:

easy to attain.

approved by management.

tangible, verifiable, measurable.

easy to create and develop.

general in nature.

- 351) For the individual employee, MBO provides:

specific personal performance objectives.

increased monetary compensation.

communication between co-workers.

a means to an end.

a way to keep the company accountable.

352) Since MBO works in an organization from the "top down" as well as from the "bottom up," then if all individuals achieve their goals:

employees are more likely to be compensated for their efforts.

their unit's goals will be attained and the organization's overall objectives become a reality.

the individuals are less likely to be recognized for their work.

the organization's objectives will suffer.

operating units function individually without input from other units.

353) An example of an MBO objective is:

decrease absenteeism.

increase quality of products by September 1, 2000.

improve service to all customers.

cut departmental costs by 10 percent within 2 months.

gain additional marketshare

354) Feedback on an employee's performance leads to:

lower performance.

higher performance.

lower performance in the case of negative feedback.

higher performance in the case of positive feedback.

little change in performance.

355) The major benefit of having employees participate in goal setting is:

that it provides the company with greater financial stability.

the possibility that more desirable customers will be attracted.

that it appears to induce employees to accomplish more difficult goals and tasks.

that it provides more time for management to pursue other activities.

it takes less time to implement this type of system.

356) Employee recognition can:

be a potent motivator.

assist with goal setting.

always bring additional salary.
help with MBO program implementation.
lead to unrealistic expectations.

357) Which of the following is true about employee recognition programs?

The best ones recognize individual accomplishments only.

The best ones recognize group accomplishments only.

The best ones recognize individual and group accomplishments.

The best ones use single sources.

The best ones recognize organizational accomplishment.

358) An employee survey in a variety of work settings discovered employees want more:

money.

vacation.

recognition.

discretionary time.

goal setting.

359) When management was asked for the reasons why employees left for jobs with other companies, responses included all of the following except:

lack of goal setting.

lack of recognition.

low compensation.

limited authority.

personality problems.

360) Which of the following are forms of variable-pay programs?

piece-rate, wage incentive plans, bonuses

profit-sharing, bonuses, extended vacations

wage incentive plans, flextime, piece-rate

retirement benefits, extended vacations, wage incentive plans

benefit plans, bonuses, profit-sharing

- 361) While the process of individual, team and company-wide incentive plans are similar, one factor stands out as being the most important in keeping these plans successful. This factor is:

linking rewards to participative goal setting.

linking performance to appropriate goal setting.
providing adequate employee recognition.
linking employee recognition to organizational goals.
linking rewards to appropriate levels of performance.

- 362) A formula-based group incentive plan in which improvements in group productivity determine the total amount of money that is to be allocated is called:

profit-sharing.

gainsharing.

variable pay.
a piece-rate plan.
an ESOP.

- 363) Gainsharing differs from profit-sharing in that:

it rewards specific behaviours that are more influenced by external factors.
employees receive incentive rewards only when a company is profitable.

it focuses on productivity gains rather than profits.

it rewards specific behaviours that are less influenced by internal factors.
it focuses on profits rather than productivity gains.

- 364) Programs that distribute compensation by an established formula designed around a company's profitability are known as:

gainsharing programs.
variable pay programs.
skill-based programs.
profit-sharing plans.
performance-based programs.

- 365) A major characteristic of profit-sharing programs is that they:

encourage employees to focus on the future.
take into account factors such as customer service.
focus on past financial results.
are heavily oriented toward employee development.
are based on participative goal setting.

366) Performance-based compensation is probably most compatible with:

Theory Y.

expectancy theory.

MBO.

participative management.

Maslow's hierarchy.

367) Organizations trying to build a strong team will want to incorporate group-based performance incentives. Employees can be encouraged to make an extra effort to help their team succeed by:

linking performance to goal setting.
implementing successful contingency planning.
linking rewards to company profitability.
increasing employee development and training.

linking rewards to team performance.

368) From management's point of view, the appeal of skill-based plans is their:

flexibility.

low cost.

motivation.

ease of administration.

protection of territory.

369) Skill-based pay plans are compatible with all of the following except

ERG theory.

the achievement need

reinforcement theory

motivation of professionals

equity theory

- 370) The purpose of stretch targets is not only to allow employees to stretch their abilities, but to:

change the organization's competitive position by altering business processes.

develop new and more dynamic compensation strategies.
redesign managerial function to improve policy setting.
develop rigid and highly specific long-term goals.

- 371) Options in flexible benefit programs might include all of the following except:

extended disability.
college tuition reimbursement.
extended vacation time.

participative management.

pension plans.

- 372) Which of the following is not true about motivating professionals?

They are motivated by money.

They are motivated by challenging jobs.
They are loyal to their profession rather than their employer.
They value support.
They want others to think their work is important.

- 373) High dissatisfaction is probably inevitable for low-skilled service workers unless:

job scheduling is improved.

pay and benefits are significantly increased.

the dress code is generally relaxed.
there is opportunity for participative management.
there is greater opportunity for cross training.

- 374) In recent years, corporate boards have moved towards giving their executives less fixed salary, and:

they are emphasizing compensation and more rewards linked to performance.
they have developed assessment systems which consider other factors of performance.
they have emphasized that research is most important.
they are emphasizing compensation based on short-term profitability.

they have increased benefit plans instead.

- 375) Individuals who are highly motivated and very much committed to their jobs, tasks, ideas and even nonwork-related activities can perform in a highly effective manner to achieve satisfaction and intended outcomes. In such a situation, all of the following are characteristics of such groups except:

challenge is a highly focused effort

the reward is not a central issue

support from friends and peers is very important

little or no supervision is required

willingness to put in long hours of effort

- 376) All of the following are methods of performance evaluation except:

critical incidents.

written essays.

interviews.

graphic rating scales.

multi-person comparisons.

- 377) When an appraiser rates a subordinate on a scale that lists job behaviours hierarchically, it is called:

behaviourally anchored rating scales.

critical incident.

graphic rating scale.

multiperson comparison.

individual ranking

- 378) _____ requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth.

Individual ranking

Group order ranking

Paired comparison

Critical incident

Single criterion

- 379) Through the use of multiperson comparisons, employees are evaluated based on:

items along a continuum.

a set of performance factors.

group, individual, or paired ranking.

graphic rating scales.

360 degree evaluation.

380) Which one of the following characteristics is not part of the definition of a group?

interdependent

two or more members

organizationally assigned goals

come together to achieve particular objectives

interacting

381) The stages of group development are:

idea generation, implementation, termination.

idea generation, implementation, termination.

initiation, evolution, maturation, decline.

forming, storming, norming, performing, adjourning.

initiating, storming, norming, performing, adjourning.

382) In the second stage of group development:

close relationships are developed.

the group demonstrates cohesiveness.

intragroup conflict often occurs.

the job task is performed.

group objectives are clearly formulated.

383) After which stage of a group's development has the group formed a common set of expectations of member behaviours?

norming

storming

forming

performing

planning

- 384) In certain instances, high levels of conflict within a group can be beneficial to high group performance. This is true as long as:

organizational goals and focus are clear.

management is committed to controlling group behaviour.

appropriate rewards are in place for group members.

unions are supportive of group organization.

conflict is directed towards the task and not individuals.

- 385) According to the punctuated-equilibrium model, all of the following are true about groups except:

The first meeting sets the group's direction.

A transition takes place at the end of the first phase which occurs exactly when the group has used up one third of its allotted time.

The first phase of group activity is one of inertia.

The group's last meeting is characterized by markedly accelerated activity.

The transition initiates major changes.

- 386) The work group has a distinct set of resources determined by its membership. All of the following are examples except:

intelligence of the members.

motivation of the members.

external structure.

internal structure defining member roles.

internal structure defining member norms.

- 387) The more formal regulations that the organization imposes on its employees:

the more dissatisfied the employees will be.

the more productive the work group members will be.

the more the behaviour of the work group members will be consistent and predictable.

the less productive the work group members will be.

the less satisfied employees will be with their work groups.

388) Millie is a fashion designer who, at the best of times, is under a great deal of pressure to design and produce samples of her work. Although she has several groups of highly skilled individuals to assist in shortening the time interval between design and production, Millie recognizes that limited resources will:

encourage greater group creativity.

define new standards for efficiency.

increase long term profitability

have a significant bearing on her groups' productivity.

create a reputation of a strong business sense.

389) All of the following are conditions and situations that can significantly enhance a group's performance except:

an individual's intellectual and task-relevant ability.

size of the group.

type of tasks being performed.

level of conflict within the group.

formal organizational structure.

390) Formal leadership, roles, group norms, group status and group size are examples of:

structural variables.

role definitions.

status symbols.

perceptions of reality.

organizational structure.

391) The understanding of one's responsibilities and duties is called:

role identity.

role perception.

role expectation.

role conflict.

role performance.

392) Which one of the following is not true about role expectations?

Role stereotypes are derived from expectations.

Behaviour can be determined from expectations.

The psychological contract aids in identifying mutual role expectations by employee and employer.

It is one's own view of how one should behave or act.

It is how others believe one should act in a given situation.

393) The psychological contract is typically characterized as:

"powerful determiner of behaviour in organizations."

"let the employee be aware."

significant expectations from management about employees.

significant expectations from employees about management.

the psychological contract has no significant meaning in organizations.

394) Roles performed by group members to maintain good relationships within the group are referred to as:

norms.

task-oriented roles

maintenance roles.

individual roles.

role expectations.

395) Acceptable standards of behaviour that are shared by the group's members are:

group norms.

group rules.

ideas.

opinions.

psychological contracts.

396) Norms that dictate with whom group members eat lunch, friendships on and off the job, and social games are norms dealing with:

appearance factors.

social arrangements.

ethical issues.
group activity.
performance factors.

397) "What do you think would be the best approach to this, Jack?" is an example of which task-oriented role?

initiating
harmonizing
encouraging
seeking information
providing information

398) From the study conducted by Solomon Asch, we can conclude that:

individuals usually desire to be visibly different from the group.
individuals usually resist conformity.
there are group norms that press us toward conformity.
normal individuals can assume new roles rapidly.
individuals usually don't care about group identity.

399) Professional employees and entrepreneurs usually consider which of the following to be a status criteria?

personal income
degree of autonomy that comes with job assignment
size of budgets and staff supervised
years of seniority and job experience
growth rate of their companies

400) If you use a group for taking action, what size should be most effective?

3
6
7
12
15

- 401) Tendency for employees to exert less effort when working in a group than when working individually is termed:

status equity.
conformity.
compromising.
social loafing.
role conflict.

- 402) When predicting turnover in a work group made up of nine females and one male, we'd predict that:

the male would be most inclined to leave the group.

a female would be more inclined to leave the group than the male.

there is no indication as to who would leave the group.

the individual who had been in the group the longest would be most inclined to leave the group.

the individual who had been in the group the shortest would be most inclined to leave the group.

- 403) If a group comes under attack from external sources, most research supports the proposition that the:

group will break up.

group's internal conflict will increase.

group's members will shift responsibility for the group onto one another.

group's cohesiveness will increase.

group may have a tendency to the forming stage.

- 404) An action of two or more substances that results in an effect that is different from the individual summation of the substances is known as:

brainstorming.

synergy.

efficiency.

nominal grouping.

cohorts.

- 405) Three types of interdependence are:

imposed, voluntary, and constrained.

systematic, random, and grouped.

pooled, sequential, and reciprocal.

random, sequential, and constrained.

imposed, sequential, and reciprocal.

406) The simplest and least costly method for managing intergroup relations it to:

establish a clearly defined hierarchy of decision making.

establish in advance formalized rules and procedures to govern group behaviour.

develop and define liaison roles for communication between interdependent groups.

develop task forces representing a variety of departments.

develop long standing specialized teams.

407) The most frequently used selection practice when hiring new individuals is:

the interview.

a written test.

a performance simulation test.

work sampling.

the use of an assessment center.

408) The best way for an employer to find out if a potential employee can do a job is by:

the interview process.

a written test.

a "hands-on" day in the office.

a performance simulation test.

the interview process and a written test.

409) Traditionally, organizations have been designed around the:

individual.

large group.

work teams.

small group.

work and management teams.

410) While business firms have traditionally been organized around _____, athletic groups have long recognized the importance of _____.

individuals; teamwork

teams; individuals

work groups; individuals
groups; teamwork
management; individuals

411) All of the following helps explain the current popularity of teams except:

Teams typically outperform individuals when tasks require multiple skills, judgment, and experience.

Teams are a way to better utilize employee talents.

Teams are more flexible and responsive to changing events.

Teams can quickly assemble, deploy, refocus, and disband.

Teams expertly focus on individual performance.

412) Teams are characterized by which of the following?

individual and mutual accountability; performing "real work" together

individual work products which have been identified by a team leader

meetings run efficiently by a strong and closely focused leader

effectiveness measured indirectly by its influence on others

discussion and decision making resulting in delegation of work activities

413) A process where subordinates share a significant degree of decision-making power with their immediate superiors is:

participative management.

work councils.

quality circles.

representative participation.

comprehensive involvement.

414) The goal of representative participation is:

for workers to own the firms they work for.

to help workers' self-esteem.

to provide greater distinction between workers and management.

to redistribute power within the organization.

to help workers with self-esteem and increase confidence.

415) You are a member of a work team whose goal is to improve the efficiency of the production process. Your team is best described as:

cross-functional.

problem-solving.

self-managed.

goal-oriented.

production-oriented.

416) Work groups of employees and supervisors that meet regularly to discuss their quality problems and recommend solutions is a form of participative management called:

department teams.

cooperative groups.

evaluation teams.

quality circles.

goal-oriented teams.

417) Self-managed work teams are generally:

people who take on the responsibilities of their former supervisors.

meet weekly to discuss ways of improving quality, efficiency, and the work environment.

are from different work areas, but they are about the same hierarchical level, and they work together to accomplish tasks.

made up of people from different levels of the organization.

employees who take on responsibilities for other employees unable to make decisions

418) _____ teams are employees from about the same hierarchical level, but they are from different work areas, who come together to accomplish a task.

Self-managed

Problem-solving

Work

Cross-functional

Re-engineering

- 419) _____ teams are an effective way to allow people from diverse areas within an organization to exchange information, develop new ideas and solve problems, and coordinate complex projects.

Self-managed
Problem-solving
Cross-functional
Multifaceted
Quality circle

- 420) Which of the following is not useful in building trust?

Keeping your feelings to yourself.

Demonstrating that you're working for others' interests as well as your own.
Showing consistency in the basic values that guide your decision making.
Demonstrating competence.
Maintaining confidences to demonstrate trustworthiness.

- 421) You find that in a team situation you are often the one who is good at initiating ideas or concepts. Your role is called:

reporter.
explorer.
upholder.
creator.
assessor.

- 422) People who hold strong convictions about the way things should be done and fight the team's battles with outsiders while supporting internal team members are:

controllers.
producers.
maintainers.
assessors.
upholders.

- 423) In order to reinforce team effort and commitment, managers should consider the use of:

fixed hourly wages.

group incentives.

individual performance evaluations.

individual piece rate plans.

flexible benefits.

424) Successful teams translate their _____ into specific, measurable, and realistic performance goals.

roles

common purpose

norms

skills

knowledge

425) _____ is a characteristic of high performance teams where members believe in the integrity, character, and ability of each other.

Trust

Loyalty

Openness

Reliability

Worthiness

426) _____ is reliability, predictability, and good judgment in handling situations.

Loyalty

Competence

Openness

Consistency

Integrity

427) Studies show that members of cohesive teams have:

lower satisfaction.

higher attrition.

lower absenteeism.

negative performance related norms.

no diversity training.

428) _____ is detrimental to group cohesiveness.

Diversity

Education

Teamwork

Trust

Accountability

429) All of the following are advantages of diversity except:

increased flexibility.

increased creativity.

multiple perspectives.

increased cohesiveness.

greater openness to new ideas

430) Groupthink results in:

higher quality decisions.

more risky decisions.

less critical analysis.

unpopular decision choices.

openness to ideas and innovation.

431) When managing a diverse team, it is important to keep in mind that:

the lack of a common perspective means that more time is spent on discussing issues.

diverse groups are generally less creative.

communication should be easier because the group is diverse.

the group may be less open to new ideas because of its diversity.

it will be easier to reach agreement on specific actions.

- 432) Your work team has been together for quite a long time, and you feel that they have become less efficient than they once were. In order to reinvigorate the team you might:

suggest that some team members retire.

disband the team.

offer a refresher or advanced training.

offer individual incentives.

reinforce the "perfect" process they have developed.

- 433) Which of the following is not a reason for a mature team's deterioration?

the internal team process no longer works.

productivity measures remain constant

communication has become unclear.

conflicts have increases

performance has dropped

- 434) To perform well as team members, individuals must be able do all of the following except:

communicate openly and honestly.

confront differences.

sublimate personal goals.

keep a sharp focus on personal needs.

resolve conflicts.

- 435) Your company is considering implementing work teams in your Mexico facility. You should find this relatively easy because those employees will have strong _____ values.

social

collectivist

creative

individualistic

leadership

- 436) When developing new programs or improving credibility of existing programs aimed at assisting individuals to become team members, all of the following need to be considered except:

rewards.

training.

individual goal setting.

performance evaluation.

selection.

- 437) High performing teams have been found to have all of the following except:

people with different types of skills.

commitment to a common purpose.

individual as well as team accountability.

clear focus on individual needs.

high mutual trust.

- 438) Positive aspects of teams include all of the following except:

higher levels of productivity

higher levels of groupthink.

common commitment to goals.

improved communication.

increased employee motivation.

- 439) Various factors influence acceptance and success of teams. All of the following are such factors except:

a market that is unwilling to pay a premium for innovation.

attitudes which value continual learning.

employees who enjoy complex tasks.

a strong basis of mutual trust between management and employees.

the benefit of combining multiple and diverse skills.

- 440) Which of the following is not a function of communication?

emotional expression

information
motivation
interaction
control

- 441) Clarification to employees about what is to be done, how well they are doing, and what can be done to improve performance if it is subpar are examples of which function of communication?

information
control
motivation
emotional expression
leadership

- 442) The function of communication that facilitates fulfillment of social needs is:

emotional expression.
information.
control.
motivation.
interaction

- 443) The four conditions that affect encoded messages are:

ability, language, timing, and feedback
skill, attitudes, values and leadership capabilities
knowledge, aptitude, timing, and feedback
skill, attitudes, knowledge, and social-cultural system
ability, language, receiver, and channel

- 444) As depicted in the communication process model, the source initiates a message by:

making contact with the receiver.
choosing a channel of communication.
encoding a thought.
giving feedback to the sender.

making judgments on intent.

- 445) John writes a memo to his employees. Putting his thoughts onto paper is an example of:

encoding.

decoding.

feedback.

channeling.

sourcing.

- 446) Communication that flows from one level of an organization to a lower level is:

organizational communication.

nonspecific communication.

downward communication.

directional communication.

informal communication.

- 447) _____ is used to provide feedback to higher-ups, inform them of progress toward goals, and relay current problems.

Upward communication

Interpersonal communication

Occupational communication

Directional communication

Technical communication

- 448) In a formal organization, which type of network would be found in direct-line authority relations with no deviations?

vertical

directional

chain

all-channel

horizontal

449) The communication network in which there are no restrictions and all members are equal is:

nondirectional.

wheel.

all-channel.

chain.

horizontal.

450) Rumours would most likely flourish in situations where there is:

planned and well communicated change.

anxiety and ambiguity.

an unimportant issue.

strong leadership.

mutual trust

451) All of the following are suggestions for reducing the negative consequences of rumours except:

announce timeframes for making important decisions.

explain decisions and behaviours that may seem inconsistent or secretive.

openly discuss worst-case scenarios.

ignore the situation--ninety percent of the time the problem goes away.

explain both positive and negative aspects of future plans.

452) Facial expressions, physical distance, and looking at your watch are all examples of:

kinesics.

nonverbal communication.

informal networks.

verbal communication.

formal communication.

453) The academic study of body motions is:

motionality.

biomechanics.

physiology.

kinesics.

physiotherapy.

- 454) Which of the following statements is not characteristic of nonverbal communication?

It includes meanings transmitted through facial expressions.

It is insignificant and should be ignored in the process of explaining and predicting behaviour.

It does not make use of oral processes, speech, or formal language.

Less is known about it than is known about verbal communication.

It tends to complicate the verbal communication process.

- 455) Undue stress regarding oral and/or written communication is known as:

noncommunication.

communication apprehension.

communication breakdown.

communication absence.

channel blockage.

- 456) When a person manipulates information so that it will be seen more favourably by the receiver, he is:

using selective perception.

filtering information.

communicating favourably.

using vertical communication.

using horizontal communication.

- 457) The more levels a message must go through to reach the bottom of the organizational hierarchy, the more likely that:

subordinates will be discontented.

the power of managers will be diluted.

written memos will be used.

filtering will occur.

there will be a greater need for team development.

- 458) Which of the following is not a barrier to effective communication?

filtering

channel richness

selective perception
language
defensiveness

Barriers to effective communication include *filtering, selective perception, information overload, emotions and language.*

- 459) Receivers in the communication process can project their interests and expectations into communications as they decode them. This is called:

language.
filtering.
selective perception.
emotions.
communication apprehension.

- 460) Behaviours which are associated with effective listening skills include all of the following except:

paraphrasing.
avoiding distracting gestures.
interrupting the speaker.
exhibiting appropriate facial expressions.
making eye contact.

- 461) A recent study found eight factors related to the effectiveness of employee communications. Not included in this list is:

commitment to two-way communication.
matching actions and words.
shared responsibility for employee communication.
shaping the message for the audience.
avoidance of sharing bad news.

- 462) Open book management emphasizes:

shared information.
emphasis on policy and procedure.
individual accounting practices.

managerial practices
organizational structuring

- 463) Tannen's research indicates that men use talk to _____, while women use it to _____.

emphasize status; create connections

build relationships; get promotions
establish blame; emphasize status
create networks; emphasize separateness
create networks; create connections

- 464) Which of the following is true regarding the difference between genders when they communicate?

Women apologize less.

Women cast themselves in a superior light.

Women avoid directness and prefer subtlety.

Women appear more confident than men.

Men use talk to emphasize dependence.

- 465) In dealing with cross-cultural communication, putting oneself in the recipient's shoes is a method termed:

sympathy.

semantics.

symbolic interaction.

empathy.

hypothesis testing.

- 466) Managers generally dislike providing performance feedback to employees. Which of the following is not a reason for this reluctance?

Managers are uncomfortable discussing performance weaknesses directly with their employees.
Managers fear possible confrontations with employees when presenting negative feedback.
Employees tend to have an inflated assessment of their own performance, making good news "just not good enough."

Managers fear that the human resources department will reject their evaluations, forcing them to modify their ratings.

Employees may challenge the evaluation by criticizing the manager or redirecting the blame to someone else.

- 467) The model that classifies an individual's tendencies to facilitate or hinder interpersonal communication along the dimensions of exposure and feedback is the:

managerial grid.

Thomas-Killman Instrument.

Johari Window.

Herzberg Two Factor Theory.

communication process model.

- 468) Which of the following is a popular model used by training specialists to assess and categorize communication styles?

Vroom-Yetton model

personality-communication model

situational leadership theory

Johari Window

feedback loop

- 469) Advocates of the Johari Window encourage:

a climate of openness.

cautious communication.

elimination of jargon.

open book management.

a competitive environment

- 470) How individuals within organizations make decisions and the quality of their final choice is largely influenced by their:

attitudes.

personality.

job satisfaction.

experience.

perceptions.

471) A disparity between some desired state and the actual condition is defined as a(n):

decision.

criterion.

attribution.

problem.

judgment.

472) Factors that an individual views as important to solving a problem are considered in which step in the rational decision-making model?

problem definition

ranking the criteria

rating the alternatives

identifying decision criteria

selecting best alternative

473) Which of the following is Step Three of the rational decision-making model?

allocate weights to the criteria

develop the alternatives

identify the decision criteria

evaluate the alternatives

select the best alternative

474) Rationality assumes:

education.

maturity.

consistency.

experience.

high intelligence.

- 475) Most decisions in the real world don't seem to follow a logical or rational process. Which of the following is probably not likely to happen when managers are faced with tough decisions needing to be made in a short period of time?

They are content to find acceptable or reasonable solutions.

Most decisions seem to be made by judgment rather than by logical process.

Choices and alternatives seem to be confined to the short term.

Optimization is the central focus in arriving at a well-balanced decision.

There is a general lack of creativity in developing solutions.

- 476) Searching for a solution that is both satisfactory and sufficient is called:

suboptimizing.

optimizing.

satisficing.

simplifying.

seeking an implicit favourite.

- 477) When decision-makers construct simplified models that extract the essential features from problems without capturing all their complexity, they are operating within the confines of:

optimal decision-making.

intuitive decision-making.

bounded rationality.

synectics.

organizational structure.

- 478) The satisficing decision-maker is best characterized as:

using the decision confirmation process.

following bounded rationality.

searching for consistency.

seeking a "good enough" solution.

one who seeks optimization.

- 479) Which of the following conditions would probably not lead to intuitive decision-making?

when time is unlimited

when facts don't clearly point the way to go
when a high level of uncertainty exists
when variables are less scientifically predictable
when there is little precedent to draw upon

- 480) If a decision-maker faces a conflict between selecting a problem that is important to the organization and one that is important to a decision-maker:

organizational interest is top priority.

self-interest tends to win out.

neither wins.
the winner is unpredictable.
he will make a satisficing decision.

- 481) When the selective use of perspective alters the way an individual might view a situation in formulating a decision is referred to as:

bounded rationality.
heuristics.
risk aversion.
perception.
framing.

- 482) The tendency for people to base their judgments on information that is readily available, but may not be accurate is called:

representative heuristic.
availability heuristic.
escalation of commitment.
heuristic fallacy.
bounded discretion.

- 483) When an individual believes that they can beat the odds of achieving a satisfactory result even when the known failure rate is high is known as:

representative heuristic.

availability heuristic.
escalation of commitment.
ignoring the base rate.
risk aversion.

484) An increased commitment to a previous decision despite negative information is termed:

escalation of commitment.
optimizing decision-making.
satisficing decision-making.
re-engineering.
ignoring the base rate.

485) Business students, lower level managers, and top executives tend to score highest in which style of decision-making?

analytical
directive
conceptual
behavioural
intuitive

486) CEOs and upper-level management have a tendency to focus on long-range decision-making and concentrate on finding creative solutions to problems. This style of decision-making is called:

analytical.
directive.
conceptual.
behavioural.
intuitive.

487) All of the following are examples of organizational constraints on decision-makers except:

previous organizational decisions which act as precedents.
decision styles and different ways to approach a problem.

organization's performance evaluation and reward systems.
organization's formal rules, policies and regulations.
imposed time constraints and deadlines.

488) Routine decisions made by lower-level workers who rely on considerable guidance on rules and regulations are known as:

nonprogrammed decisions.
historical precedents.
alpha decisions.
system-imposed time constraints.
programmed decisions.

489) John is a middle manager who has just been given a proposal to complete by the end of the week. This means that some of John's work activities will need to be altered and some of his personal life will have to be "put on hold." This is an example of which type of organizational constraint?

deadlines
nonprogrammed
rational-economic
programmed
historical precedents

490) All of the following are major advantages that groups offer over individuals in decision-making except:

more knowledge.
higher quality decision.
increased diversity of views.
less time consuming.
more complete information.

491) Which of the following correctly describes the phenomenon where a group member will allow her true feelings to be suppressed in order to be accepted by the group?

groupthink

grouptank
groupshift
compromise
rationalization

- 492) When group discussion leads to a significant change in the positions of group members toward a more extreme position, the group has experienced:

groupshift.

ambiguity.
flexibility.
compromise.
rationalization.

- 493) All of the following are explanations for the phenomenon of groupshift except:

Discussion creates familiarization among members.
Our society values risk.

The group leader usually gets the credit or blame for the group action.

The group diffuses responsibility.
The group tends to become more bold and daring

- 494) Which of the following is likely to generate the least innovative alternatives?

face-to-face interacting groups

brainstorming
Delphi technique
nominal group technique
electronic meetings

- 495) Vroom and Yetton's five leadership styles differ in degree of:

normative characteristics.
task structure.
routineness.

subordinate participation.

task definition.

- 496) Using analogies and inverted rationale to make the strange familiar and the familiar strange is called:

direct-instruction
attribute listing
lateral thinking
synectics
horizontal thinking

- 497) Utilitarianism is when decisions are made to provide the:

least good for the least number
greatest good for the greatest number.
greatest good for the decision-makers.
greatest good for the least privileged.
greatest good for the best performers.

- 498) Managers are being increasingly criticized for their actions and decisions when they utilize the utilitarian method of decision-making. Which of the following is not a utilitarian decision?

laying off large number of employees
moving production operations to other countries
using impartial means to equitably distribute benefits and costs
selling products with questionable effects on health
raising prices to increase profitability

- 499) Many companies are developing corporate ethics through a variety of methods and procedures. Which of the following would not foster corporate ethics?

specific examples of situations where there is no right or wrong answer
relying on people to be guided by their conscience
structuring a favourable culture where people will recognize the role of ethics
having management issue specific regulations to be followed by employees
substituting rules and regulations for understood and acceptable values

500) Leaders can be described in all of the following ways except:

They work from high-risk positions.

They have a personal and active attitude toward goals.

They relate to people by the role they play in a sequence of events.

They are concerned with ideas.

They relate to people in intuitive and empathic ways.

501) The theory that some people have specific characteristics needed to be leaders while others do not is called:

behavioural.

contingency.

trait.

path-goal.

situational.

502) Leadership research indicates that trait theories:

have not been adequately researched.

account for the needs of followers.

are the most popular leadership theories.

fail to clarify the relative importance of various traits.

address management principles in a holistic manner.

503) Some research seems to indicate that individuals who are highly flexible in adjusting their behaviour in response to different situations possess the characteristic of:

high self-monitors.

low self-monitors.

guaranteed success.

dominance.

dominance and power.

504) If trait research had been successful, we would _____, whereas if behavioural studies were correct, we would _____.

teach people certain traits; teach people certain behaviours

select the right person for the job; train leaders

change jobs to suit people; change people to suit jobs

hire only women; hire either men or women

teach people managerial principles; teach people certain behaviours

505) The two dimensions of leader behaviour explained in the Ohio State studies are:

coercion and motivation.

motivation and charisma.

employee-oriented and production-oriented.

initiating structure and consideration.

power and influence.

506) According to the Ohio State studies, the extent to which a leader shares mutual trust and respect for his/her employees is referred to as:

employee-oriented behaviour.

task-oriented behaviour.

concern for production.

initiating structure.

consideration.

507) A leader high in initiating structure would be characterized as doing which of the following?

focusing on performance evaluation

helping subordinates with personal problems

treating all subordinates as equal

assigning group members to particular tasks

having concern for subordinates' status and satisfaction

508) Leaders who emphasize interpersonal relations are described in the University of Michigan studies as:

initiating consideration.

employee-oriented.

country club leaders.

contingency-oriented.

relationship-oriented.

509) If a leader's main concern is accomplishing his/her group's tasks, the University of Michigan studies labels this leader:

achievement-oriented.

employee-oriented.

single-minded.

production-oriented.

goal-oriented.

510) The graphic portrayal of a two-dimensional view of leadership style by Blake and Mouton is known as the :

least preferred co-worker scale.

leader-participation model.

autocratic-democratic continuum.

Managerial Grid.

path-goal model.

511) According to Blake and Mouton's Managerial Grid, which of the five positions is labelled the "country club" leadership style?

1,1

1,9

9,1

9,9

5,5

512) Blake and Mouton's Managerial Grid has all of the following management styles except:

country club.

authority-obedience.

impoverished.

democratic.

team

- 513) In the University of Michigan studies, low group productivity and lower job satisfaction were associated with:

production-oriented leaders.

technical-oriented leaders.

employee-oriented leaders.

humanistic leaders.

goal-setting leaders.

- 514) The leadership behaviours identified by the path-goal theory are:

participative, directive

achievement-oriented, humanistic

supportive, achievement-oriented

participative, goal-oriented, supportive

supportive, directive, participative, achievement-oriented

- 515) According to the path-goal theory, a leader who consults with employees and uses their suggestions before making a decision is referred to as:

supportive

participative

institutional

charismatic

directive

- 516) Which of the following is not an example of a hypothesis that has evolved out of path-goal theory?

Directive leadership leads to greater satisfaction when tasks are ambiguous.

Subordinates with an external locus of control will be more satisfied with a participative style.

Supportive leadership results in high employee performance and satisfaction when subordinates are performing structured tasks.

Directive leadership will lead to higher employee satisfaction when there is substantive conflict within a work group.

Achievement-oriented leadership will increase expectations that effort will lead to high performance when tasks are ambiguous.

- 517) The path-goal theory of leadership tells us that leaders will be perceived most favourably by their subordinates and succeed in exerting most influence over them when their behaviours closely match all of the following except:

the perceptions that the leader is being helpful.

the needs of the organization and shareholders.

the perceived ability to lead and manage successfully.

the needs of their subordinates.

the characteristics of work requirements.

- 518) Sometimes leadership may not be important. _____ make(s) it impossible for leader behaviour to make any difference to subordinate outcomes.

Externalities

Neutralizers

Situational variables

Participation

Task structure

- 519) All of the following are characteristic of the "people" dimension except:

directive.

employee-oriented.

consideration.

supportive.

relationship-oriented.

- 520) Which of the following is not true of a charismatic leader?

They have a vision and the ability to articulate the vision.

They are sensitive to member needs.

They are perceived as managers of the status quo.

They have behaviour that is out of the ordinary.

They are sensitive to the environment.

- 521) The type of leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements are:

transactional leaders.

charismatic leaders.

transformational leaders.

employee-oriented leaders.

process-oriented leaders.

- 522) The type of leaders who believe that they are empowering their employees by giving up their responsibility for leading are:

transcendent leaders.

transformational leaders.

transactional leaders.

laissez-faire leaders.

situational leaders.

- 523) Which of the following is not a characteristic of a transformational leader?

encourages innovative approaches to old problems

inspires exertion of extra effort for goal achievement

uses a management-by-objectives approach

tends to use humour strategies

provides opportunities for learning

- 524) In a recent survey of senior leaders, the key trait required of CEO's for the year 2000 was:

a strong sense of vision.

integrity.

intelligence.

global abilities.

shareholder equity

- 525) Leaders of teams find themselves in a role of:

director.

coach.

follower.

high power.

autocrat.

- 526) All of the following are differences in the inherent leadership styles between women and men except:

Women attempt to enhance followers' self-worth.

Men are more likely to use a directive command and control style.

Men share power and information.

Women tend to lead through inclusion and rely on interpersonal skills to influence others.

Men rely on formal authority for their position.

- 527) Which of the following qualities is not necessary for a person to be an effective follower?

ability to work without close supervision

hold higher performance standards than required

critical thinkers whose knowledge can be trusted

aspirations of management or leadership positions

commitment to a purpose outside of themselves

- 528) It is generally considered that leadership is important to an organization's success. All of the following are actions that leaders take to make an organization successful except:

motivate employees to higher levels of productivity

control deviations from a standard

make rapid and firm decisions

anticipate change and vigorously exploit opportunities

practice charismatic standards

- 529) Currently the two most popular approaches to leadership are contingency models and the study of:

leadership neutralizers.

traits.

charisma.

leadership substitutes.

education and experience.

530) Which of the following is not implied in the definition of power?

dependency
discretion
control
persuasion
potential

531) The most important aspect of power is that it:

is necessary for goal achievement.
is the major focus of leadership.
is counterproductive.
tends to corrupt people.
is a function of dependency.

532) Which of the following focuses on the downward influence on one's subordinates?

information
communication
leadership
prestige
power

533) Bases of power refers to:

power characteristics.
whether the power position has a good foundation.
what the powerholder has that gives him or her power.
the elements of power.
leadership characteristics.

534) The power base of an airline hijacker is:

coercive.

persuasive.
position.
knowledge.
referent.

535) The control of material rewards is known as:

influence power.
persuasive power.
positive reinforcement power.
coercive power.
reward power.

536) The statement "That person can make things difficult for people, and you want to avoid getting him angry" describes someone with what type of power?

referent
reward
legitimate
coercive
illegitimate

537) Expert power refers to influence that derives from:

politics.
special skills or knowledge.
educational institutions.
position.
status.

538) A power whose base is identification with a person who has desirable resources or personal traits is termed:

political.
coercive.
expert.
referent.
legitimate.

539) In which instance will dependency not be created?

having something that somebody wants
uncertainty of selling one's product
possession of specialized knowledge
empowering and sharing power
a resource that has no viable substitute

540) In order to identify the power a department has within an organization, a new employee should probably try to answer which of the following questions?

What proportion of the organization's top level managers came up through the department?
Has the department's budget allocation been increasing relative to other departments?
Is the department represented on important interdepartmental teams and committees?
How does the promotion rate for people in the department compare to other units?

A new employee should ask all of the above questions.

541) Power tactics explain:

how to influence others in an organization.
the things that motivate people to seek power.
how to organize power functions.

how to translate power bases into specific actions.

how to use power for organizational benefit.

542) If a manager threatens to withhold an employee's promotion, which power tactic is being used?

bargaining
assertiveness
sanctions
higher authority
reason

543) Joe comes to you with a request for funds for a project. He reminds you that company policy supports his position. He is using the tactic of:

reason.
coalition.
bargaining.

assertiveness.

higher authority.

544) When managers seek benefits from a superior, they tend to use:

friendliness.

assertiveness.

coercion.

persuasion.

bargaining

545) When employees are granted total decision-making power for both job content and job context, they have which type of employee power?

task setting

self-management

no discretion

participatory

mission defining

546) When workers can determine how the job gets done, but have no discretion in determining which jobs get done, is known as which type of employee power?

task setting

self-management

no discretion

participatory

mission defining

547) Which of the following is true about coalition formation in organizations?

seek to minimize their size

precedes use of individual power

more likely to form when tasks are nonroutine

encompass as many interests as possible

more likely when there is little interdependence

548) Most studies confirm that the concept of _____ is central to understanding sexual harassment.

power

sex
politics
locus of control
common sense

549) Political behaviour is:

outside one's specified job requirements.

part of each job requirement.
seen only in large organizations.
counterproductive to individual goals.
not related to power.

550) Illegitimate political behaviour includes activities such as:

bypassing chain of command.
complaining to your supervisor.
groups of employees simultaneously calling in sick.
obstructing organizational policies through inaction.
developing contacts outside the organization.

551) When dealing with office politics, the phrase "apple polishing" could be termed an "effective management" strategy if thought of in what way?

demonstrating loyalty

facilitating teamwork
encouraging change and innovation
developing working relationships
career minded

552) "Improving efficiency" in "effective management labels" is matched with which of the following "political labels"?

blaming others
overachieving
whistle-blowing
kissing up
covering your rear

553) An individual most likely to engage in political behaviour would have all of the following except:

- a high need for power.
- a high need to manipulate.
- a low need for security.**
- an internal locus of control.
- high self-monitoring.

554) Which one of the following factors is most likely to contribute to political behaviour?

- authoritarian personalities
- employees' high need for power
- organizational culture**
- age of the organization
- management's high need for power

555) "I've got two tickets to the game tonight that I can't use. Take them. Consider it a thank you for taking the time to talk with me." This is an example of which impression management behaviour?

- favour**
- flattery
- accounts
- conformity
- association

556) Which of the following is false concerning impression management techniques?

- Applicants using impression management techniques did better in interviews.
- Applicants using a controlling style during an interview were rated higher.
- Impression management techniques tend to be used more in highly uncertain, ambiguous situations.

Applicants using a submissive style were preferred because this demonstrated respect.

- Applicants use self-enhancement and self-promotion to reflect confidence.

557) Hospital physicians referring to patients by their room number or disease are using which defensive behaviour?

buffing

depersonalization

misrepresenting

stalling

playing safe

558) Individuals who rigorously document activity to project an image of competence and thoroughness are using which defensive behaviour?

buffing

justifying

playing safe

escalation of commitment

overconforming

559) In the short run, defensiveness affects the organization by:

delaying decisions.

decreasing interpersonal tensions.

increasing risk-taking.

facilitating change efforts.

forcing strategic planning.

560) Conflict exists only if:

group members are homogeneous.

it is perceived by the parties involved.

group members are diverse.

there are differences of opinion.

there is disagreement with established company policy.

561) A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about is called:

negotiation.
power.
consideration.
conflict.
politics.

562) Conflict is functional if it:

supports managerial objectives.
is satisfying to group members.
causes group members to argue.
results in absenteeism and turnover.
improves group performance.

563) The first stage of the conflict process is called:

cognition and personalization.
behaviour.
potential opposition.
outcomes.
intentions.

564) Research confirms that participation and conflict are:

positively correlated.
counterproductive.
negatively correlated.
always present together.
not correlated.

565) Structural conflict can include all of the following variables except:

degree of specialization.
leadership styles.
universal goal acceptance.
jurisdictional clarity.
tenure.

566) The conflict-handling intention that combines assertiveness and cooperation is:

collaborating.

competing.

avoiding.

accommodating.

compromising.

567) The conflict-handling intention that represents the midrange on both assertiveness and cooperativeness is:

collaborating.

competing.

avoiding.

accommodating.

compromising.

568) According to the conflict process, cooperativeness is the degree to which:

there is an absence of conflict.

one party attempts to satisfy his or her own concerns.

both parties work toward a common goal.

one party attempts to satisfy the other party's concerns.

the organization satisfies its own goals.

569) A method that requires the conflicting parties to confront the basic causes of their conflict in search of a win-win solution is called:

avoiding.

collaborating.

compromising.

accommodating.

competing.

570) When the behaviour of the parties is aimed at solving the problem and clarifying the differences, the intention is referred to as:

collaborating.

compromising.

avoiding.

competing.

accommodating.

- 571) When one party is willing to be self-sacrificing in order that the relationship can be maintained., which conflict-handling intention will be used?

competing

accommodating

collaborating

compromising

avoiding

- 572) What is conflict management?

achieving desired conflict level

eliminating all conflict

stimulating conflict

avoiding conflict

dysfunctional conflict

- 573) Which of the following is not a conflict resolution technique?

expansion of resources

problem solving

smoothing

communication

altering the structural variable

- 574) Altering the human variable, as one conflict resolution technique, involves:

face-to-face meeting of the conflicting parties.

expansion of the resource base.

setting the stage to supposes conflict.

using ambiguous threatening messages.

using behavioural change techniques to alter attitudes.

- 575) Destructive consequences of conflict upon a group or organization's performance include all of the following except:

a threat to group survival.

a retardation of communication.

achievement of organizational goals.

reduction in group effectiveness.

infighting between group members.

576) A process in which two or more parties exchange goods or services and attempt to agree upon the exchange rate for them is:

negotiation.

conflict management.

economics.

supply side economics.

resource allocation.

577) The bargaining strategy that operates under zero-sum conditions is called:

win-win.

unethical.

integrative.

distributive.

win-lose.

578) Labor-management negotiations over wages exemplifies:

integrative bargaining.

cost-effective bargaining.

distributive bargaining.

third-party bargaining.

organizational bargaining.

579) The point below which either negotiating party would break off negotiations rather than accept a less favourable settlement is called the:

resistance point.

refusal point.

non-negotiating point.

negative point.

target point.

580) Which bargaining strategy is preferable for use in intra-organizational behaviour?

positive negotiation

distributive bargaining

integrative bargaining

equal bargaining

organizational bargaining

581) Which of the following is not a step in the negotiation process?

definition of ground rules

bargaining and problem solving

clarification and justification

closure and implementation

evaluation of process

582) Preparation and planning is one step in the negotiation process. This step involves:

developing procedures necessary for implementation.

actual give-and-take in trying to reach an agreement.

anticipating your opponent's position.

educating and informing each other on the issues.

determining what time constraints, if any, will apply.

583) The clarification and justification step in the negotiation process involves:

hammering out specifics in a formal contract.

assessing what you think are the other party's goals

actual give-and-take in trying to reach an agreement

providing documentation to help support your position.

specific procedures to follow in an impasse.

584) Studies of gender differences in negotiation show:

men are better negotiators.

women are better negotiators.

it depends on the situation

women are more confident.
no difference exists.

585) In third-party negotiations, a neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions is known as a(n):

mediator.

arbitrator.

conciliator.

consultant.

counsellor.

586) In third-party negotiations, a third party who provides an informal communication link between the negotiator and the opponent is known as a(n):

mediator.

arbitrator.

consultant.

conciliator.

liaison.

587) Which of the following is not an example of how stimulating conflict can provide benefits for the organization?

Conflict is a means through which to bring about radical change.

Conflict facilitates group cohesiveness.

Conflict improves group and organizational effectiveness.

Conflict brings about a much higher level of tension which might be constructive.

Moderate levels of conflict will prevent an organization from stagnating.

588) Which of the following supports the idea that conflict is dysfunctional?

Conflict brings a higher, more constructive level of tension.

Conflict helps effective managers build teamwork.

Conflict facilitates group cohesiveness.

Conflict improves group effectiveness.

Conflict improves organizational effectiveness.

589) Organizational structure is made up of key elements. Which of the following is not one of these elements?

decentralization

co-ordination

span of control

chain of command

centralization

590) Which of the following is one of the six key elements a manager needs to consider when designing an organization's structure?

job design

feminine organization

virtual organization

eliminating chain of command

work specialization

591) For much of the first half of this century, managers viewed which of the following as an unending source of increased productivity?

formalization

work specialization

delegation

centralization

departmentalization

592) Human diseconomies from specialization can include all of the following except:

low turnover.

low productivity.

boredom.

increased absenteeism.

fatigue.

593) One of the most popular ways to group activities is by:

process.
product.
geography.
customer.
functions.

594) Sun Petroleum Products departmentalizes by fuels, lubricants, and waxes and chemicals. This is an example of departmentalization by:

functions.
process.
customer.
product.
job design.

595) When jobs are grouped together by functions it is known as:

departmentalization.
work specialization.
centralization.
formalization.
job structuring.

596) Which type of departmentalization achieves economies of scale by placing people with common skills and orientations into common units?

functional
process
product
geographic
technical

597) Which of the following trends is gaining momentum in the 1990s?

using only one type of departmentalization
using less departmentalization
using more customer departmentalization
geographic departmentalization

process departmentalization

- 598) The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed:

chain of command.

authority.

power.

unity of command.

power and authority structure.

- 599) Which principle states that a person should have one and only one superior to whom he or she is directly responsible?

span of control

unity of command

authority

power

chain of command

- 600) What is span of control?

pushing decisions down to lower-level employees

concentrating decision-making on one specific point in the organization

centralization

number of subordinates a manager can effectively direct

empowering lower-level employees

- 601) Centralization refers to:

the geographic dispersion of an organization.

the development and maintenance of power in an organization.

the degree to which decision-making is concentrated at a single point in the organization.

the decision-making process.

team decision-making.

- 602) In an organization that has high centralization:

the corporate headquarters is located centrally to branch offices.

all top level officials are located within the same geographic area.

top managers make all the decisions--lower-level managers merely carry out directions.

decision discretion is widely dispersed throughout the organization.
problems can be quickly and efficiently solved.

603) The degree to which jobs within an organization are standardized is referred to as:

routineness.

formalization.

job classification.

job variation.

centralization.

604) In a highly formalized organization, job behaviours are relatively:

flexible.

nonprogrammed.

discretionary.

programmed.

non-existent.

605) Employee discretion is inversely related to:

complexity.

standardization.

centralization.

technology.

decentralization.

606) Which of the following structures is characterized by centralization, high formalization, extensive departmentalization, and a limited information network?

technology model

organic model

job satisfaction model

job structure model

mechanistic model

607) Which organization is characterized by very formal rules, centralized authority, and narrow spans of control?

simple

matrix

boundaryless

bureaucracy

virtual

608) The matrix structure combines which two forms of departmentalization?

simple and functional

functional and product

product and organic

organic and mechanistic

virtual and team

609) The strength of the matrix structure is its:

ability to facilitate co-ordination.

low economies of scale.

adherence to chain of command.

increased formalization.

advantage of unity of command.

610) Which of the following problems is most likely to occur in a matrix structure?

employees receiving conflicting directives

decreased employee motivation

loss of economies of scale

decreased coordination efforts

decreased response to environmental change

611) Which structure breaks down departmental barriers and decentralizes decision-making to the level of the work team?

virtual

team

boundaryless

feminine

modular

612) Which type of organization outsources major business functions?

boundaryless
feminine
innovative
virtual
modular

613) The innovation strategy is characterized by:

avoiding unnecessary costs.
a mixture of loose with tight properties.
low specialization and low formalization.
tight controls over current activity.
looser controls for new undertakings.

614) Which dimension of an organization's environment refers to the degree to which it can support growth?

capacity
volatility
complexity
structure
technology

615) Which dimension of an organization's environment refers to the degree of instability?

capacity
volatility
complexity
structure
capability

616) Each of the following is an advantage of being a small company competing with larger companies except:

Niche markets have taken away some of the advantages of larger companies.
Large size may restrict creativity.

Technology favours the small firms.

Small firms can be more cost efficient.

Strategic alliances provide opportunity to share developmental costs.

- 617) Which of the following seek(s) to identify task characteristics of jobs, ways in which these characteristics are combined to form different jobs, and their relationship to employee motivation, satisfaction and performance?

re-engineering

task characteristic theories

process value analysis

theory of distinctive competencies

skills and competencies theory

- 618) Task characteristics theories seek to identify all of the following except:

how the task characteristics of jobs are combined to form different jobs.

the relationship of task characteristics to motivation.

which task characteristics are reviewed first when forming different jobs.

the relationship of task characteristics to satisfaction and performance.

task characteristics of jobs.

- 619) The job characteristics model describes jobs in terms of all of the following except:

employee personality.

task identity.

feedback.

skill variety.

autonomy.

- 620) Task significance is the degree to which the:

job provides substantial freedom and discretion.

job requires completion of a whole piece of work.

job requires a variety of different activities.

job has a substantial impact on other individuals.

employee receives information concerning performance.

621) In terms of the job characteristics model, nursing the sick in a hospital intensive care unit exemplifies:

high task identity.

low task identity.

high skill variety.

high task significance.

low task significance.

622) The predictive index suggesting the motivation potential in a job is called the:

task autonomy score.

JCM score.

motivating potential score.

growth-need score.

job complexity score.

623) Which of the following statements is not true?

People who work on jobs with high-core job dimensions are generally more motivated.

People who work on jobs with high-core job dimensions are generally more productive.

People who work on jobs with high-core job dimensions are generally less satisfied.

Job dimensions operate through the psychological state in influencing personal outcome variables rather than influencing them directly.

People who work on jobs with high-core job dimensions are generally more satisfied.

624) Which of the following is consistent with the social information processing model?

People respond to their jobs as they perceive them.

Co-workers have little influence on an employee's perception of a particular job.

Job characteristics impact behavioural outcomes.

Managers have little to do with the way an employee views his/her job.

Employee responsibility impacts job structure.

625) Which of the following is not an option a manager has if she wishes to redesign or change the make-up of employee jobs?

job enlargement
job rotation
job enrichment
job specification
team-based design

626) Josie works on a production line at an automobile manufacturing plant installing right front fenders. She is concerned because now she has been assigned to do several different jobs while each auto is at her station. Josie is experiencing:

team-based work.
job specification.
job enrichment.
job enlargement.
cross-training.

627) What is a vertical expansion of jobs?

job enlargement
job rotation
job enrichment
promotion
cross-training

628) All of the following are conditions which should be met to ensure the success of a work group except:

Group members should be homogeneous to reduce potential for conflict.

Group membership should be moderately diverse in terms of talents and perspectives.

Members should possess interpersonal as well as task skills.

The group must be sufficiently large to perform the work.

Individual members must have the necessary expertise to do their work.

629) Which is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes?

technology

TQM

re-engineering
process value analysis
MBO

630) All of the following have been noted as failures of TQM except:

Sometimes firms were not actually performing TQM; they were just calling it that.
Employees were not provided with the adequate training necessary.
Management introduced TQM in a piecemeal fashion rather than as a coherent strategy.
Managers did not appreciate the complexity of changes involved.

Potential for an increase in earnings and profits does not exist.

631) Which of the following refers to the process whereby management rethinks and redesigns those processes by which the organization creates value and does work, thus ridding itself of antiquated operations?

TQM
technology review
re-engineering
MBO
technology advancement

632) Which of the following is not an example of distinctive competencies in the re-engineering process?

core processes

more knowledgeable personnel
superior technical support
comprehensive service
lower prices

633) Determination to what degree each organizational process adds value to the organization's distinctive competencies is referred to as:

competitive assessment.
re-engineering.
process value analysis.
TQM.
motivating potential score.

- 634) The re-engineering process requires reorganization around horizontal processes. Which of the following is not part of this process?

use of cross-functional teams
use of self-managed teams
eliminating levels of middle management
focusing on process rather than function
increasing levels of upper management

- 635) While both TQM and re-engineering place an emphasis on satisfying the customer and the processes involved, they differ in how this is achieved. Which of the following is not part of the TQM process?

TQM seeks to make incremental improvements.
TQM seeks to improve something that is basically okay.
TQM is initially driven by top management.
TQM relies on bottom-up, participative decision-making.
TQM relies on employee participation in the implementation stages.

- 636) The re-engineering process is characterized by a series of beliefs and actions. Which of the following is not part of the re-engineering process?

discarding irrelevant practices and starting over again.
realizing significantly large increases in performance.
process is autocratic and non-democratic.
employee discretion about how the process will be handled.
driven by top management.

- 637) Integrating computer-aided design, engineering and manufacturing to produce low-volume products at mass-production costs is accomplished through:

employee productivity systems.
process value analysis.
re-engineering efforts.
TQM systems.
flexible manufacturing systems.

- 638) Flexible manufacturing systems are:

repealing the laws of economies of scale.

attempts to control materials usage.

closely related to TQM.

a result of worker obsolescence.

attempts to control work flow.

- 639) Job redesign in Canadian companies is largely modified or resisted by the various unions who are part of these companies. Some unions, however, have been influenced by their membership at least to begin looking at the context of their own jobs. Which of the following is definitely supported by unions?

value opportunity for skill development

basic wages determined through collective bargaining

desire to do more interesting work

share benefits of work redesign

focus on quality improvement

- 640) It is generally agreed that flexible work arrangements have significant benefits for both employees and the companies involved. All of the following have been reported as benefits except:

reduced stress and anxiety.

"willingness to go the extra mile."

interference with child and/or elder care.

reduced turnover.

increased productivity.

- 641) It has been proposed that in situations where the work process requires significant start-up and shutdown periods, an organization may improve its productivity by implementing:

modern technology.

compressed workweeks.

participative management.

employee incentives.

flextime.

- 642) A work scheduling option that increases employee discretion is:

compressed workweeks.

flextime.

a 4-40 program.

job rotation.

shorter workweeks.

643) The major drawback to flextime is that:

the workplace tends to be unorganized.

employees try to arrive late and leave early.

it is not applicable to every job.

productivity tends to be lower.

increased absenteeism.

644) The practice of allowing 2 or more people to split a 40-hour-a-week job is termed:

job rotation.

job sharing.

job enlargement.

job enrichment.

team-based design.

645) When a manager located in Vancouver reports to an executive in Toronto regarding work being done in Calgary, this is an example of:

job sharing.

telecommuting.

job enriching.

job friendly.

satellite communication.

646) The origin of culture as an independent variable affecting an employee's attitude and behaviour can be traced back fifty years ago to the notion of:

industrialization.

institutionalization.

organization.

capitalization.
business ethics.

647) Which of the following is not true about institutionalization?

It operates to produce common understandings about fundamentally meaningful behaviour.
An organization becomes valued for itself, not merely for the goods or services it produces.

It becomes obsolete when its original goals are no longer relevant.

It acts in the same manner as organizational culture.

It takes on a permanence and identity of its own separate from the people within it.

648) A common perception held by the organization's members, or a system of shared meaning is referred to

the organizational chart.

organizational culture.

a ritual.

formalization.

a belief system.

649) The key characteristic of organizational culture which addresses the degree to which management decisions take into consideration the effect of outcomes on people within the organization is termed:

team orientation.

attention to detail.

outcome orientation.

people orientation.

risk-taking.

650) The key characteristic of organizational culture which assesses the degree to which organizational activities emphasize maintenance of the status quo as opposed to growth is:

team orientation.

aggressiveness.

stability.

outcome orientation.

attention to detail.

651) Minicultures within an organization, typically defined by departmental designations and geographical separation are often called:

mixed cultures.

strong cultures.

dominant cultures.

subcultures.

mini bureaucracies.

652) The dominant culture is:

the sum of the subcultures.

the culture of the industry leader.

synonymous with the organization's culture.

the degree of sharedness.

management's perception about the organization.

653) Observing the physical surroundings, characterizing the style of the people and examining the degree of formalization of rules and regulations are all ways to:

get a job at an organization.

change the culture of an organization.

"read" the culture of an organization.

reduce barriers to change.

increase barriers to change.

654) Which of the following terms is not part of the definition of a strong culture?

highly influential

intensely held values

widely shared values

high structural values

core values

655) A strong culture will have the greatest impact on which dependent variable?

satisfaction
productivity
absence
goal achievement
turnover

- 656) A strong organizational culture increases behavioural consistency and therefore can act as a substitute for:

institutionalization.
formalization.
socialization.
leadership.
followership.

- 657) Which of the following is not a function of culture?

conveys a sense of organizational identity
facilitates commitment to something larger than individual self-interest
improves the organization's ability to hire competent employees
creates distinctions between organizations
guides and shapes the attitudes and behaviour of employees

- 658) In the 1990s, the role of culture in influencing employee behaviour seems to:

have no effect.
have minimum value.
be increasingly important.
be decreasing in importance.
be disappearing.

- 659) As organizations have widened spans of control, flattened structures, introduced teams, reduced formalization and empowered employees, the _____ provided by a strong culture ensures that everyone is pointed in the same direction.

rules and regulations
shared meaning
material symbols
language
hiring practices

660) Culture is a liability in all of the following except when:

shared values will not further the organization's effectiveness.

hiring diverse employees.

it creates a barrier to a merger.

it increases the acceptable range of values and styles.

makes an acquisition decision difficult.

661) Consistency of behaviour is an asset to an organization when it faces:

a dynamic environment.

an unknown environment.

a stable environment.

massive changes.

major organizational restructuring.

662) The ultimate source of an organization's culture is:

top management.

the selection process.

the country in which it operates.

its founders.

the business planning process.

663) The force(s) that play a part in sustaining a culture include all of the following except:

promotion procedures.

stakeholder equity.

career development activities.

performance evaluation criteria.

actions of senior executives.

664) The selection process helps candidates learn about the organization; and if they perceive a conflict between their values and those of the organization, they should:

wait until they are hired to change the organization.

express their concerns at the time of the interview.

enlighten the organization as to appropriate changes.

self-select themselves out of the applicant pool.

inform the organization about its incongruent value system.

665) The stage of the socialization process which encompasses all the learning that has occurred prior to a new member joining the organization is called:

prearrival.

job training.

orientation.

metamorphosis.

encounter.

666) Which of the following is not a part of the socialization process?

all the learning that occurs before joining the organization

seeing what the organization is really like

relatively long-lasting changes that take place

recognizing that reality and expectations may diverge

making new employees change their previously held personal value systems

667) If there is a basic conflict between the individual's expectations and the organization's expectations, the employee is most likely to be disillusioned and quit during which stage?

anxiety

prearrival

adjustment

metamorphosis

encounter

668) According to the socialization model, the stage when a new employee adjusts to his/her work group's values and norms is called:

commitment.

metamorphosis.

acceptance.

encounter.

resolution.

669) Outcomes of the socialization process include:

adaptation, adjustment, commitment.

productivity, commitment, turnover.

turnover, reality check, consensus.

orientation, productivity, commitment.

orientation, adaptation, adjustment.

670) In which entry socialization option would role models be deliberately withheld?

collective

informal

variable

serial

random

671) Which of the following is an example of divestiture socialization?

military boot camp

mentoring programs

fraternity pledges

probationary periods

orientation seminars

672) Which of the following would probably not contribute to the establishment of a culture?

use of employee councils through which employees can voice their concerns

having employees serve on the hiring committee to evaluate and recommend potential employees

monthly newsletters providing financial information about the company

paying little attention to hiring criteria since individuals can be appropriately trained

free herbal teas and hot organic vegetarian meals subsidized by the company

673) Which of the following is not one of the four most potent ways to learn about an organization's culture?

employee handbook

stories

rituals

material symbols
language

674) By learning the language of an organization and the units within organizations, members:

attest to their acceptance of culture.

are assured that they will be retained.

become brainwashed.

reject organizational culture.

conform to managerial directives and values.

675) The major benefit to creating a family-friendly workplace is that it:

reduces absenteeism.

appeals to both men and women.

improves employee morale and productivity

facilitates recruitment and retention of first-class workers.

reduces the amount of overtime necessary.

676) Which of the following is not a force for change in organizations today?

dynamic environment

demands for efficiency

societal diversity

changing technology

societal infrastructure

677) Phrases such as "more responsive to employees," "more team oriented," and "leaner, more productive" are all examples of which force for change?

technology

world politics

nature of the workplace

social trends

stakeholder values

678) Second-order change is all of the following except:

radical.

linear.

multidimensional.

multilevel.

discontinuous

679) When an individual wishes to change structure, he or she has the option of:

changing people's expectations.

changing people's behaviour.

altering authority relationships.

altering physical layout arrangements.

modifying the way work is processed.

680) All of the following are methods which can be used to change structure except:

modification of compensation systems.

redefining job descriptions.

combining departmental responsibilities.

redesigning jobs and work schedules.

altering physical layout arrangements.

681) Managerial and employee attitudes and behaviours can be changed through processes of:

automation and computerization.

systems and process analyses.

development of a vision statement.

development of new job descriptions.

communication and problem solving.

682) In its simplest sense, organizational culture:

determines what computer systems are to be employed.

determines the best customers to be selected for the company.

represents the mindset of managers and employees.

represents the basis on which physical facilities are changed.
represents and focuses upon the shareholders.

683) Change efforts to overcome the pressures of both individual resistance and group conformity is called:

refreezing.
teamwork.
planned change.
mobilization.
unfreezing.

684) To move from the status quo requires all of the following except:

overcoming conformity.
increasing the driving forces.
reducing resistance.
increasing the restraining forces.
increasing attractiveness of alternatives.

685) All of the following statements are characteristic of an effective change process except:

"Let's paint the big picture for everyone in the company."
"Everyone must contribute freely to discussions and problem solving."
"Make certain that we use our mistakes to solve problems and learn new approaches."
"Let's develop a clear set of rules and regulations to control everyone's behaviour."
"There will be a little something extra on your year-end salary."

686) You have heard that the department is going to reorganize. You are opposed to the reorganization because you fear you may lose your job. Your reason for resistance is:

security.
habit.
economic factors.
limited focus of change.
cynicism.

687) Individuals resist change for all of the following reasons except:

habit.
economic factors.
fear of the unknown.
threat to expertise.
cynicism.

688) All of the following are sources of organizational resistance to change except:

structural inertia.
selective information processing.
limited focus of change.
threat to established power relationships.
threat to established resource allocations.

689) Which of the following is a source of organizational resistance to change?

cynicism
habit
group inertia
economic factors
security

690) If individuals resisting change are included in making change decisions in name only in an attempt to gain their support, it is called:

co-optation.
participation.
manipulation.
coercion.
facilitation.

691) Which of the following is not a tactic for dealing with resistance to change?

cooperation
coercion
education
negotiation
support

692) When your manager suggests negotiation as a method to reduce resistance to change, he means:

establishment of a collective bargaining committee on each side of the issue.

the exchange of something valuable for agreement to reduce resistance to change.

the use of threats or force to obtain compliance.

the use of co-optation to obtain compliance.

manipulation of facts to make the situation appear more attractive.

693) Exchanging something of value for a lessening of resistance to change is best defined by which of the following tactics?

coercion

negotiation

participation

manipulation

co-optation

694) The application of direct threats or force upon resisters is called:

power.

co-optation.

manipulation.

coercion.

authority.

695) Which of the following is not true with regard to the politics of change?

The impetus for change is likely to come from individuals who are new to an organization.

Change is a threat to status and position.

The impetus for change is more likely to come from long-term managers within an organization.

Change implies political activity.

Radical change is too threatening.

696) Which of the following is not true about stress?

It is associated with demands.

It is caused by uncertainty regarding an outcome.

It can be an opportunity.

When stress occurs, it should be reduced.

It is caused by not being able to do what is desired.

697) Which of the following is not a factor related to organizational stress?

technological uncertainty

task demands

role demands

organizational structure

interpersonal demands

698) There are several potential sources of stress. When pressures are created by other employees causing a lack of social support, the factor of stress involved is:

interpersonal demands.

organizational leadership.

role demands.

organizational structure.

task demands.

699) All of the following statements pertaining to stress are true except:

Stress can improve employee performance.

Stress is additive in nature.

People react differently to stress situations.

Individual factors do not affect stress in the workplace.

Stress can be caused by job design and working conditions.

700) Which of the following was not identified as an individual variable moderating the relationship between potential stressors and experienced stress?

achievement need

locus of control

perception

job experience

social support

701) Which of the following is most likely to be associated with high stress?

considerable job experience

external locus of control

workaholic personality

impatience and competitiveness

internal locus of control

702) A person who strives for perfection, is very competitive, and typically seeks to accomplish more in a shorter period of time than others, is said to have:

a type B personality.

a type A personality.

high performance evaluations.

an absence of stressors.

a higher risk for heart disease.

703) Which of the following is not a time management principle?

make daily lists of activities to be accomplished

do the tasks you enjoy before those you dislike

schedule activities according to priorities

schedule demanding tasks for the periods of time when you are most alert

prioritize activities by importance and urgency

704) If somebody is described as having a "Type A" personality, which of the following behaviors would you be least likely to witness?

a. doing things rapidly (eating, walking, speaking)

b. impatience

c. preoccupation with measuring things

d. 'laid-back' interpersonal style

e. a tendency to attempt to do two or more things at the same time.

705) Attitudes:

a. are excellent predictors of behaviour.

b. can be changed through information but are very difficult to change through experience.

**c. are evaluative statements or judgments concerning people, objects, events or ideas;
job satisfaction is one example of an attitude.**

d. are never influenced by cognitive dissonance.

e. depend heavily on organizational design.

- 706) Although often criticized for various reasons, Frederick Herzberg's 'motivation-hygiene' model of work motivation has been influential in management circles. What does his model claim?
- a. that satisfaction and dissatisfaction are simply the opposite ends of the same continuum.
 - b. that hygiene factors are completely irrelevant to motivation.
 - c. that all the sub-components of the hygiene factors are equally important sub-components of motivational factors.
 - d. that dealing with hygiene factors will, at best, reduce dissatisfaction while the satisfiers that actually motivate people are for the most part attributes of the work itself.**
 - e. that employees are motivated by extrinsic rewards.

- 707) Expectancy theory explains work motivation in terms of:
- a. the valence (or value) of an outcome and the subjective probabilities that effort will lead to that outcome.**
 - b. the balance between inputs and outcomes for the individual and his/her frame of comparison.
 - c. Maslow's hierarchy.
 - d. Alderfer's ERG model.
 - e. an irrational, subconscious processes.

- 708) Which of the following is not part of the group development process?
- a. forming
 - b. storming
 - c. performing
 - d. reforming**

- 709) It is advantageous for groups to have effective norms. Which of the following is the least plausible argument for the importance of norms?
- a. Norms facilitate group survival.
 - b. Norms increase the predictability of group members' behavior.
 - c. Norms reduce the likelihood of interpersonal embarrassment among group members.
 - d. Norms articulate what is distinctive about the group's identity.
 - e. Norms make it unnecessary for the group to develop distinctive roles for its members.**

- 710) Which of the following statements about group size is (or are) true?
- a. Small groups are generally quicker at completing tasks than large groups.
 - b. Large groups are generally better at problem-solving than are small groups when the problems involved are complex.
 - c. 'Social loafing' is more likely to occur in larger groups.
 - d. Groups with an odd number of members are generally preferable to groups with an even number of members.
 - e. All of 'a'-'d' are true.**

- 711) Which of the following is (or are) characteristics of effective teams?
- a. a clear sense of purpose
 - b. a norm of 'civilized disagreement' to deal with inevitable conflicts with the team
 - c. informality
 - d. decisions based on honest expressions of differences with a commitment to support the ultimate decision of the team
 - e. all of 'a' –'d' are characteristic of effective teams.**
- 712) Which of the following mechanisms for coordinating the work of different groups generally requires the greatest commitment of organizational resources?
- a. rules and procedures
 - b. hierarchy of authority
 - c. liaison roles
 - d. task forces
 - e. integrating departments**
- 713) The basic communication model includes several stages, including 'encoding' a message, 'transmitting' a message, 'receiving' the message, and 'decoding' the message. What is missing from this list that is needed to assure accurate communication?
- a. the transmission stage
 - b. the technology dimension
 - c. the receiver's 'readiness' to hear
 - d. the feedback loop**
 - e. the formal network
- 714) Normative models of decision-making emphasize the importance of rational processes and objectivity. Research on how decision-making takes place has suggested that purely rational processes are impossible or impractical, and that people respond to this problem of "bounded rationality" by:
- a. going along with the group
 - b. making random or arbitrary decisions
 - c. applying a decision standard the researchers refer to as "satisficing".**
 - d. abandoning reason for intuition
 - e. getting stalled out ... as some would put it, 'paralysis by analysis.'
- 715) Sometimes the choice exists as to whether to assign a particular decision to an individual or to a group. Although groups have many advantages, they also have certain negative attributes. Which of the following are legitimate concerns about group decision-making?
- a. They are time consuming which means potential delay and the productive of several people being tied up.
 - b. Conformity pressures can mute the advantages of multiple points of view.
 - c. It is not uncommon for a group to be dominated by one or a few members.

- d. Group decisions provide an ambiguous sense of responsibility – people can avoid responsibility and sometimes caution is not used.

e. All of 'a'-'d' are legitimate concerns about what can often happen in groups

716) Leadership is widely thought to be an important element in organizational effectiveness. Which of the following approaches to leadership was developed first?

- a. behavioural ('one best way') theories
- b. contingency ('it depends on _____') theories
- c. trait ('the great man/woman') theories**
- d. structural ('formal authority') theories
- e. none of 'a'-'d' came appreciably before the others

717) Leaders who influence others with consideration and intellectual stimulation, and who possess charisma are referred to as:

- a. 'new-age' leaders
- b. 'transactional' leaders
- c. 'transformational' leaders**
- d. 'laissez-faire' leaders
- e. 'formal' leaders

718) If a person has the right by virtue of his or her formal position to expect you to comply with his/her work-related requests, this person has _____ power over you.

- a. coercive
- b. reward
- c. legitimate**
- d. expert
- e. referent

719) Which of the following is associated with the 'organic' model of organizational design (as opposed to the 'mechanistic' model)?

- a. high specialization
- b. high emphasis on chain of command
- c. centralization
- d. formalization
- e. none of 'a'-'d'; all of them are more associated with the 'mechanistic' model**

720) Concerning organizational cultures,

- a. a strong culture is a more productive environment
- b. a weak culture is a more productive environment
- c. the specific culture that contributes to positive effectiveness is well known

d. the stronger the culture, the more influential it is on employee behavior

721) Shared organizational values are

- a. unconscious, affective desires or wants that guide society's behavior
- b. influenced by international values

c. different for the various components of a diverse work force

- d. a myth

722) Which of the following best explains why an employee behaves as s/he does?

- a. The environment is the most important consideration in understanding individual employee behavior.

b. Both the environment and individual differences are important considerations in understanding

individual employee behavior.

- c. Neither the environment nor individual differences are important considerations in understanding

individual employee behavior.

- d. Employee personality and attitudes are primarily dictated by the environment.

723) Motivation is important to managers because

a. it is a significant contributor to high performance

- b. it does not explain the differences in intensity of behavior

- c. it explains the differences in attitude and personality

- d. not all employees know how to use it effectively

724) Considering extrinsic rewards,

- a. money modifies behavior irrespective of the perceptions and preferences of the person being rewarded

- b. recognition is a powerful motivating reward for everyone

c. upper management compensation is a strong incentive for lower-level employees to work harder

d. benefits are usually based on longevity, not performance

725) In order from lowest to highest, what are Maslow's five classes of needs?

a. Social–esteem–physiological–safety–self-actualization

b. Physiological–safety–social–self-actualization–esteem

c. Physiological–safety–social–esteem–self-actualization

d. Self-actualization–esteem–safety–social–physiological

726) A lack of clarity concerning what will happen is referred to as

a. temporal

b. predisposition

c. uncertainty

d. negation

727) Employees with relatively weak higher-order needs are _____ concerned with variety and autonomy.

a. less

b. more

c. very

d. extremely

728) Which of the following is a strategy of job design that increases job depth by meeting employees' needs for psychological growth?

a. Job rotation

b. Job enrichment

c. Job enlargement

d. Job enrichment and job enlargement

729) What is the key word in understanding organization structure?

a. Control

b. Change

c. Process

d. Delegation

730) Organization structures

a. affect group behavior more than individual behavior

b. change rapidly to meet environmental and market changes

c. contribute positively to organizational performance

d. can be defined simply as activities that occur regularly

731) Groups created by managerial decision in order to accomplish stated goals of the organization are called

a. formal groups

b. informal groups

c. task groups

d. interest groups

732) Continued membership in a group will usually require

a. supporting the group leader

b. conforming to group norms

c. encouraging cohesiveness in the group

d. developing a status system

733) Which of the following is true of managers in relationship to conflict?

a. Managers generally encourage low levels of conflict because it improves performance, up to a

certain point.

b. Managers generally ignore conflict.

c. Managers attempt to eliminate conflict because the organization rewards them for keeping conflict

out of their area of responsibility.

d. Managers show no consistent attitude toward conflict.

734) It appears that

a. successful leaders tend to be more intelligent than followers

b. there is no link between intelligence of the leader and success

c. intelligence is the most important "ability" trait in leaders

d. persons with creativity make the best leaders

735) Concerning leadership concepts,

a. leader roles are unnecessary in organizations like Gore-Tex, where a self-leadership approach is used

b. it is likely that a particular set of leader characteristics and behaviors do suit specific situations and

groups

c. it is likely that the need for leaders will decline in the 21st century due to more decentralized structures

d. the military model of leadership will become more popular in the 21st century

736) The definition of communication implies that

a. communication is mostly verbal

b. communication is mostly written

c. most communication is in a vertical direction

d. understanding must occur to have communication

- 737) The LEAST-used communication channel in an organization is usually
- a. upward
 - b. downward
 - c. diagonal
 - d. horizontal**

- 738) Specific procedures developed for repetitive and routine problems are
- a. autocratic decisions
 - b. programmed decisions**
 - c. easy decisions
 - d. non-programmed decisions

- 739) An important potential environmental source of change is
- a. a new competitive product**
 - b. dissatisfied employee attitudes
 - c. employee grievances
 - d. a wildcat strike

740) How many determinants of human behavior in an organization are studied in Organizational Behavior(OB)?

Select correct option:

- 1
- 2
- 3**
- 4

741) After which stage of group development the group formed a common set of expectations of member behaviors?

Select correct option:

Norming

Storming

Maturation

Forming

742) What does MBO provide for the individual employee?

Select correct option:

Specific performance objectives Page 71

Precise job descriptions

Clear direction and purpose

Higher salaries

MBO's appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

743) In the following steps in decision making, which would come first?

Select correct option:

Generate alternatives

Rating of alternative

Make a choice

Implement the decision

Management functions of planning, organizing, leading and controlling were first classified by:

Select correct option:

Stephen Covey

Henry Mintzeberg

Henri Fayol

Marry Parker

Reference:

Frenchman Henri Fayol considers management to consist of seven functions:

1.planning

2.organizing

3.leading

4.coordinating

5.controlling

6.staffing

7.motivating

744) Research suggests that which of the following increases with increase in tenure?

Select correct option:

Absenteeism

Job Productivity

Turnover

Dissatisfaction

745) The Big Five Model of Personality contains all of the following dimensions EXCEPT:

Select correct option:

Extroversion

Introversion

Emotional stability

Agreeableness

746) Studies indicate that which of the following tends to decrease with increased tenure?

Select correct option:

Job satisfaction

Productivity

Absenteeism

Raises and promotion

747) Ahmed believes that men perform better in oral presentations than women. What shortcut has been used in this case?

Select correct option:

The halo effect

The contrast effect

Projection

Stereotyping

748) _____ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.

Select correct option:

Formal organization

Informal organization

Business organization

Government organization

749) Group behavior, power, and conflict are central areas of study for _____.

Select correct option:

Sociologists

Anthropologists
Social psychologists
Operations analysts

750) Which one of the following is not considered as a part of organizational output?
Select correct option:

Finished goods
Services
Dividends
Capital

751) Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?
Select correct option:

Culture shock page 14

Foreign culture
Alien culture
Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country.

752) In Maslow's Hierarchy of needs, the individual's sense of belonging and love is classified in which of the following needs?
Select correct option:

Self-Actualization Needs
Esteem Needs
Safety Needs
Social Needs

753) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?
Select correct option:

Terminal values
Instrumental values
Theoretical values
Social values

754) Sana is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Sana most likely using?

Select correct option:

Prototyping

Contrast effect

Halo effect

Projection page 49

• **Projection**

– **Attributing one's own characteristics to other people**

755) Group behavior, power, and conflict are central areas of study for_____.

Sociologists

Anthropologists

Social psychologists

Operations analysts

756) Maslow's Need theory was widely recognized by practicing managers during:

Select correct option:

1950s and 1960s

1960s and 1970s

1970s and 1980s

1980s and 1990s

757) Barriers to Social perception includes all EXCEPT:

Select correct option:

Halo effect

Stereotyping

Projection

Selective Perception

758) Which of the following is an environmental force that shapes personality?

Select correct option:

Gender

Height

Brain size

Experience

759) Which of the following theory is proposed by Clayton Alderfer?

Select correct option:

Theory X and Theory Y

Hierarchy of Needs

ERG Theory

Theory Z

760) Suspending an employee for dishonest behavior is an example of which method of shaping behavior?

Select correct option:

Extinction

Negative reinforcement

Punishment

Positive reinforcement

761) Asad, one of your newest employees, is an extravert. Which of the following statements is LEAST likely to be true?

Select correct option:

Asad will probably attend the company picnic

Asad will be suited to a managerial or sales position

Asad will probably have a large number of relationships

Asad will perform well on specialized, detail-oriented tasks

762) Job satisfaction is best described as _____.

Select correct option:

A result

A value

An attitude

A discipline

763) If personality characteristics were completely dictated by _____, they would be fixed at birth and no amount of experience could alter them.

Select correct option:

Job satisfaction

Heredity

Environment

Situations

764) Increasingly, we can expect that women will be hired into ____ positions.

Select correct option:

Unskilled

Traditionally female

Socially-oriented

Professional

765) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?

Select correct option:

Terminal values

Instrumental values

Theoretical values

Social values

766) Alia has just presented her paper and has done a really good job. Why should you not want to present your own paper directly after she does?

Select correct option:

To avoid the stereotyping effect

To avoid the halo effect

To avoid the contrast effect

To avoid the projection effect

767) Individuals with a high need to achieve prefer all of the following EXCEPT:

Select correct option:

Job situations with personal responsibility

A high degree of risk

Overcoming obstacles

Personal empowerment

768) _____ refers to manager's mental ability to analyze and diagnose complex situations.

Select correct option:

Human Skill

Managerial Skill

Conceptual Skill

Technical Skill

769) What does MBO provide for the individual employee?

Select correct option:

Specific personal performance objectives

Precise job descriptions

Explicit task objectives

Clear direction and purpose

770) The study which enables us to learn about human beings, their activities and societies is known as

Select correct option:

Political Science

Sociology

Anthropology

Organizational Behavior

771) What sort of actions is most likely to be attributed to external causes?

Select correct option:

Actions that have high distinctiveness, high consensus and high consistency

Actions that have high distinctiveness, high consensus and low consistency

Actions that have high distinctiveness, low consensus and low consistency

Actions that have low distinctiveness, low consistency and high consensus

772) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Select correct option:

Deviant Workplace Behavior

Emotional Labor

Interpersonal Skills

Social Skills

773) Mr. Zulfiqar, Manager in ABC Company, always assume that employees don't like to work and avoid working whenever possible, So he uses to threaten employees to achieve their goals. Which theory is he applying?

Select correct option:

Theory Z

Theory Y

Theory X

Goal Setting Theory

- 774) According to attribution theory, which of the following is an example of externally caused behavior?
Select correct option:

An employee is late because of a flat tire

An employee was promoted because of his abilities

An employee was fired because he slept on the job

An employee was promoted because he was hard working

- 775) What is the term used for a general impression about an individual based on a single characteristic such as intelligence, sociability, or appearance?
Select correct option:

The contrast effect

Personal bias

The halo effect

Projection

- 776) Which of the following is not one of the four primary management functions?
Select correct option:

Planning

Staffing

Organizing

Leading

- 777) Sadaf has a low absenteeism rate. She takes responsibility for his health and has good health habits. She is likely to have a(an):
Select correct option:

Internal locus of control

External locus of control

Core locus of control

High emotional stability level

- 778) Which of the following is one of the relationships proposed in expectancy theory?
Select correct option:

Reward-satisfaction relationship

Satisfaction-performance relationship

Rewards-personal goals relationship

Effort-satisfaction relationship

<http://www.citeman.com/434-expectancy-theory/>

- 779) Which of the following option shows the quality of continuing steadily despite of problems or difficulties?
Select correct option:

Persistence

Intensity

Direction

Meditation

<http://www.encyclo.co.uk/define/persistence>

- 780) Which of the following is NOT a key component of emotional intelligence?
Select correct option:

Self-awareness

Self-management

Commitment

Empathy

- 781) Characteristics such as age, gender and marital status are known as _____

Select correct option:

Psychographic characteristics

Biographical characteristics

Geographical characteristics

Behavioral characteristics

- 782) Which of the following answer choices is the best definition of attitude?
Select correct option:

Attitudes are the yardstick by which one measures one's actions

Attitudes are the emotional part of an evaluation of some person, object or event

Attitudes are evaluative statements of what one believes about something or someone

Attitudes are a measure of how the worth of an object, person or event is evaluated

Ref: An emotion generated in response to a person, object or event.....

<http://en.mimi.hu/marketingweb/attitudes.html>

- 783) Achievements, Honesty, Fairness and Concern for other are related with _____ Values

Select correct option:

Personal

Work

Instrumental

Terminal

- 784) The smell of fresh cake baking makes Saima's mouth water is an example of which one of the following learning theory?

Select correct option:

Classical conditioning

Social learning

Operant conditioning

Reinforcement theory

- 785) Which of the following is NOT an important issue relating to goal-setting theory?

Select correct option:

Goal specificity

Equity among co-workers

Feedback

Defining the goal

- 786) What sort of goals does Management By Objectives (MBO) emphasize?

Select correct option:

Tangible, verifiable and measurable

Achievable, controllable and profitable

Challenging, emotional and constructive

Hierarchical, attainable and effective

Ref: Management by objectives emphasizes participatively set goals that are tangible, verifiable, and measurable. It is not a new idea. It originated more than 50 years ago.

- 787) As a manager, one of Ali's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Ali performing, when he does this?

Select correct option:

Leadership role

Monitor role

Figurehead role

Spokesperson role

- 788) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?

Select correct option:

Terminal values

Instrumental values

Theoretical values

Social values

- 789) Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

Select correct option:

Memory

Number Aptitude

Deductive Reasoning

Perceptual speed

- 790) Which of the following is NOT one of Hofstede's five dimensions of national culture?

Select correct option:

Power distance

Future orientation

Uncertainty avoidance

Flexibility versus rigidity

- 791) Biological Characteristics included the following EXCEPT:

Select correct option:

Marital Status

Gender

Color

REF:

- Age
- Gender
- Marital status
- Length of service, etc.

- 792) What is the term used for the situation where employees are allowed to pick and choose from among a menu of benefit options?

Select correct option:

Flexible pay

Benefit menu options

Flexible benefits

Benefit participation

Ref: Flexible benefits schemes enable employers to allow staff to select the benefits that suit them... http://www.employeebenefits.co.uk/benefits/flex_bens.html

793) Mr. Fahad believes that the participation of employees in all aspects of company decision making is essential, Which management philosophy is he following?

Select correct option:

ERG Theory

Theory X

Theory Y

Theory Z

Ref: Alderfer's ERG Theory

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation. Alderfer reduces the number of needs from five to three and states that needs at more than one level can be motivators at any time.

794) Which of the following would not be considered an organization?

Select correct option:

Hospital

Charity centers

Red cross

Dairy farmers in Punjab

795) Which of the following statements is true?

Select correct option:

Older employees have lower rates of avoidable absence than younger workers

Older employees are more likely to quit their job than younger workers

Older employees are perceived to be more flexible than younger workers

Older employees generally have lower productivity than younger workers

Ref: In general, older employees have lower rates of avoidable absence. However, they have higher rates of unavoidable absence, probably due to their poorer health associated with aging and longer recovery periods when injured.

796) Which of the following is NOT a key component of emotional intelligence?

Select correct option:

Self-awareness

Self-management

Commitment

Empathy

797) Which one of the following is NOT included in the 4-Ps of Continuous

Improvement:

Select correct option:

Product

Place

People

Processes

798) Eden Corp has installed a new email system, but many staff members do not know of its features. Upper management decides to allocate a small portion of the company's budget to solving this problem. A team that uses rational decision making to arrive at a solution should be aware that this case deviates from the assumptions of the rational decision making model in what way?

Select correct option:

There are cost constraints page 53

The problem is not clearly defined

The options available to the team are not known

There are constraints on the options available

799) The more consistent a behavior, the more the observer is inclined to ____.

Select correct option:

Attribute it to interpretation

Attribute it to internal causes page 49

Attribute it to consensus

Attribute it to external causes

800) If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behavior shows ____.

Select correct option:

Consensus

Similarity

Reliability

Consistency

Ref: Consensus occurs if everyone who is faced with a similar situation responds in the same way

801) What is the relationship between what one perceives and objective reality?

Select correct option:

They are the same

They cannot be the same
They are rarely if ever the same
They can be substantially different

- 802) Protecting the interests of deprived and less powerful is known as _____
Select correct option:

Obligation
Right
Justice
Duty

- 803) _____ creates problem for employees when their job requires to display emotions incompatible with their actual feelings
Select correct option:

Depression
Emotional Labor
Stress
Anxiety

Ref: Emotional labor creates dilemmas for employees when their job requires them to exhibit emotions incongruous with their actual feelings

- 804) Top executives, lower-level managers and business students tends to score highest in which of the following decision-making styles

Select correct option:
Conceptual
Analytical
Behavioral
Ethical

Ref: Business students, lower-level managers, and top executives tend to score highest in the analytic style.

- 805) Mr. Rahman discusses job related problems with supervisor and attempts to improve conditions actively. It is an example of which of the following ways through which employees express dissatisfaction? Select correct option:

Neglect
Loyalty
Exit
Voice

806) Barriers to Social perception includes all EXCEPT

Select correct option:

Halo effect

Stereotyping

Projection

Selective Perception

807) Which of the following values would be most likely to be considered a terminal value by Rockeach

Select correct option:

Ambition

Self-control

Broad-mindedness

Sense of accomplishment

Ref: Terminal values.

- Preferences concerning the ends to be achieved.

808) Mohsin has already presented two excellent reports. The report he has just presented is clearly not as good as the first two reports, yet he is given the same high grade as before. What shortcut has been used in this case?

The contrast effect

The halo effect

Stereotyping

Projection

809) The degree, to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is _____.

Select correct option:

Job satisfaction

Job involvement

Job stability

Job enrichment

Ref: Job involvement

- A workable definition: the measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth.

- 810) Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?
Select correct option:

Culture shock page 14

Foreign culture
Alien culture
Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country.

- 811) : Which one of the following words is the best synonym for "ability", as the term is used in organizational behavior?
Select correct option:

Motivation
Capacity
Experience
Wisdom

- 812) According to the goal-setting theory of motivation, highest performance is reached when goals are set to which level?
Select correct option:

Impossible but inspirational
Difficult but attainable
Only marginally challenging
Easy and attainable

- 813) If a person responds the same way over time, attribution theory states that the behavior shows:
Select correct option:

Distinctiveness
Consensus
Consistency

- 814) What is the last step in the Rational Decision-Making Model?
Select correct option:

Developing alternatives

Collecting relevant data

Weighing the decision criteria

Computing the optimal decision

- 815) Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were out and you had to walk up 10 flights of stairs. Your boss is guilty of ____.

Select correct option:

Self-serving bias

Selective perception

Fundamental attribution error page 49

Inconsistency

- 816) Which of the following is NOT a factor in the individual perceiver?

Select correct option:

Attitude

Motive

Location

Perception

Ref: The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations

- 817) People with which type of personality trait commonly make poor decisions because they make them too fast?

Select correct option:

Type As

Type Bs

Self-monitors

Extroverts

- 818) _____ focuses on the study of people in relation to their social environment.

Select correct option:

Psychology

Sociology

Corporate strategy

Political science

819) Rizwan is low on conscientiousness. This would lead you to suspect that which of the following statements is most likely to be true about Rizwan?

Select correct option:

He will be easily distracted

He will find comfort in the familiar

He will be comfortable with solitude

He will be nervous, depressed, and insecure

820) Which of the following is an example of an attitude?

Select correct option:

Satisfaction of a person with a job well done

The opinion that it is never acceptable to steal

Anger at being unfairly accused of a wrongdoing

The avoidance of a restaurant where one once received bad service

821) Which of the following is an environmental force that shapes personality?

Select correct option:

Gender

Height

Brain size

Experience

822) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study.

Select correct option:

Organizational

Intuitive

Theoretical

Systematic

823) _____ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.

Select correct option:

Formal organization

Informal organization

Business organization

Government organization

- 824) Two people see the same thing at the same time yet interpret it differently. Where do the factors that operate to shape their dissimilar perceptions reside?
Select correct option:

The perceivers

The target

The context

The situation

- 825) What term is used for the extent to which an individual displays different behaviors in different situations?
Select correct option:

Continuity

Integrity

Stability

Distinctiveness

- 826) Which of the following is NOT one of the most common types of teams?
Select correct option:

Problem-solving

Interdepartmental

Self-managed

Cross functional

- 827) People who consistently believe they control their own destinies have a/an _____.
Select correct option:

Type A personality

High self esteem

Internal locus of control

External locus of control

- 828) Which of the following theories was proposed by Douglas McGregor?
Select correct option:

Hierarchy of needs theory

Theories X and Y

Two-factor theory

Expectancy theory

- 829) The primary change agents in an organization are:
Select correct option:

Employees
Managers
Leaders
Stakeholders

http://books.google.com.pk/books?id=-hz3u0oXAWAC&pg=PA138&lpg=PA138&dq=leaders+are+primary+change+agents+in+an+organization&source=bl&ots=xAe_sg8DGB&sig=uufwqhAxKr7z47sCj5A5_OznaZ0&hl=en&ei=ozc-TOPvDs_lccibkKIB&sa=X&oi=book_result&ct=result&resnum=8&ved=0CDcQ6AEwBzgK#v=onepage&q=leaders%20are%20primary%20change%20agents%20in%20an%20organization&f=false

- 830) Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

Select correct option:

Memory

Number Aptitude
Deductive Reasoning
Perceptual speed

- 831) Ability to understand what is read or heard and the relationship of words to each other is called _____

Select correct option:

Verbal comprehension

Non verbal comprehension

Perceptual speed
Memory

- 832) The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth is known as _____:

Select correct option:

Job Satisfaction
Job Enrichment
Job Specification

Job Involvement page 29

- 833) A high score in which dimension of the Big Five model predicts good job performance for all occupational groups?

Select correct option:

Agreeableness
Conscientiousness
Emotional stability

Openness to experience

834) Which of the following factors make it imperative that organizations be fast and flexible?

Select correct option:

Temporariness

Corporate excess

Advances in corporate strategy

Globalization

835) Which of the following countries ranks highest in long-term orientation?

Select correct option:

Afghanistan

Bangladesh

Russia

China

836) Increasingly, we can expect that women will be hired into ____ positions.

Select correct option:

Unskilled

Traditionally female

Socially-oriented

Professional

837) Which of the following term is used to describe broad range of feelings that people experience?

Select correct option:

Mood

Affect

Emotion

Emotional Intelligence

838) Which of the following is NOT a characteristic of physical ability?

Stamina

Strength

Looks

Dexterity

839) An individual's personality is determined by:

Heredity

Environment

Situational factors

All of the above

840) Eliminating any reinforcement that is maintaining an unwanted behavior is called:

Extinction

Punishment

Negative reinforcement

Positive reinforcement

841) When an organization takes on a life of its own, we can say that it has:

a. acquired a culture.

b. developed subcultures.

c. become institutionalized.

d. become immortal.

842) Institutionalization is when:

a. people become indoctrinated into an organization's culture.

b. an organization becomes valued for itself.

c. when rules and bureaucracy becomes a dominant culture.

d. an organization employs over 1,000 people.

843) Which of the following is not true about institutionalization?

a. It operates to produce common understandings about appropriate behavior.

b. Acceptable modes of behavior become largely self-evident to its members.

c. It means the organization has acquired immortality.

d. The organization's mission becomes stable.

844) _____ is a shared system of meaning held by the organization's members that distinguishes the organization from other organizations.

a. Institutionalization

b. Organizational culture

c. Socialization

d. Formalization

845) Which of the following is not a characteristic of organizational culture?

a. attention to detail

b. innovation

c. formality orientation

d. team orientation

846) The key characteristic of organizational culture which addresses the degree to which management decisions take into consideration the effect of outcomes on people within the organization is termed:

- a. humanistic work practices.
- b. sense of community.
- c. team orientation.
- d. people orientation.**

847) The key characteristic of organizational culture which addresses the degree to which people are competitive rather than easygoing is termed:

- a. assertiveness.
- b. competitiveness.
- c. aggressiveness.**
- d. risk taking.

848) The key characteristic of organizational culture which addresses the degree to which employees are expected to exhibit precision is termed:

- a. accuracy orientation.
- b. precision.
- c. attention to detail.**
- d. stability.

849) The key characteristic of organizational culture which assesses the degree to which organizational activities emphasize maintaining the status quo in contrast to growth is:

- a. permanence.
- b. aggressiveness orientation.
- c. stability.**

d. competitiveness.

850) In contrasting organizational culture with job satisfaction, the former _____ while the latter _____.

- a. is written; is implied
- b. is implied; describes
- c. evaluates; describes
- d. describes; evaluates**

851) _____ expresses the core values that are shared by a majority of the organization's members.

- a. Dominant culture**
- b. Subculture
- c. Socialization
- d. Cultural reality

852) The macro view of culture that gives an organization its distinct personality is its:

- a. dominant culture.**
- b. subculture.
- c. strong culture.
- d. national culture.

853) Cultures within an organization, typically defined by departmental designations are often called:

- a. microcultures.

b. subcultures.

- c. divisional cultures.
- d. microcosms.

854) Which does not define a subculture?

- a. cultures within an organization
- b. typically defined by department organizations

c. cultural values that are shared only within the organization

- d. usually defined by geographical separation

855) The dominant culture is:

- a. the sum of the subcultures.
- b. defined by the leader.

c. synonymous with the organization's culture.

- d. the same as strong culture.

856) The primary or dominant values that are accepted throughout the organization are:

- a. foundational values.

b. core values.

- c. shared values.
- d. institutionalized.

857) Which of the following terms is not part of the definition of a strong culture?

- a. great influence on members' behavior

b. low behavioral controls

- c. widely shared values

d. intensely held values

858) A culture where the core values are intensely held and widely shared is termed a:

a. dominant culture.

b. subculture.

c. strong culture.

d. formal culture.

859) A specific result of a strong culture should be:

a. lower employee turnover.

b. lower employee satisfaction.

c. higher employee turnover.

d. higher absenteeism.

860) The unanimity of a strong culture builds all of the following except:

a. cohesiveness.

b. loyalty.

c. quality.

d. organizational commitment.

861) According to your text, a strong culture can act as a substitute for:

a. institutionalization.

b. formalization

c. socialization.

d. organizational rules.

862) High formalization in an organization creates all of the following except:

- a. predictability.
- b. cohesiveness.**
- c. orderliness.
- d. consistency.

863) The research indicates that national culture has a _____ on employees than does their organization's culture.

- a. greater impact**
- b. lesser impact
- c. similar impact
- d. marginal impact

864) Which one of the following is not a function of culture cited in your text?

- a. conveys a sense of organizational identity
- b. controls employee behavior
- c. affects the organization's ability to hire capable employees**
- d. has a boundary-defining role

865) Culture performs all the following functions except:

- a. displays the dominance of some organizations.**
- b. enhances social system stability.
- c. conveys a sense of identity for organization members.
- d. facilitates commitment to something larger than individual self-interest.

866) As organizations have widened spans of control, flattened structures, introduced teams, reduced formalization, and empowered employees, the _____ provided by a strong culture ensures that everyone is pointed in the same direction.

a. rules and regulations

b. shared meaning

c. rituals

d. socialization

867) Culture is most likely to be a liability when:

a. it increases consistency of behavior.

b. the environment is dynamic.

c. management is ineffectual.

d. it reduces ambiguity.

868) Consistency of behavior is an asset to an organization when it faces:

a. a dynamic environment.

b. an unknown environment.

c. a stable environment.

d. massive changes.

869) Culture may be a liability because it is a barrier to:

a. change.

b. diversity.

c. mergers and acquisitions.

d. all of the above

870) In recent years, _____ has become the primary concern in acquisitions and mergers.

a. cultural compatibility

b. cultural synergy

c. organizational compatibility

d. none of the above

871) The ultimate source of an organization's culture is:

- a. top management.
- b. the environment.
- c. the country in which the organization operates.

d. its founders.

872) Culture creation occurs in all of the following ways except:

- a. founders hire and keep employees who think and feel the way they do.
- b. founders indoctrinate and socialize employee to their way of thinking and feeling.
- c. founders develop their vision covertly.**
- d. founders' behavior acts as a role model.

873) All of the following serve to sustain a culture except:

- a. selection.
- b. institutionalization.**
- c. socialization.
- d. top management.

874) The selection process helps sustain the organization's culture by:

- a. establishing and enforcing norms.
- b. ensuring a proper match of personal and organizational values.**
- c. socializing the applicant.
- d. identifying individuals who have the knowledge, skills, and abilities to perform the jobs.

875) The selection process helps candidates learn about the organization and if they perceive a conflict between their values and those of the organization, they should:

- a. work to change the organization.
- b. express their concerns.
- c. inform the organization of appropriate changes.

d. self-select out of the applicant pool.

876) Top management has a major impact on the organization's culture by:

a. establishing norms that filter down through the organization.

- b. ensuring a proper match of personal and organizational values.
- c. socializing the applicant.
- d. providing the metamorphosis framework

877) The process that adapts employees to the organization's culture is called:

- a. indoctrination.
- b. orientation.

c. socialization.

d. institutionalization.

878) The Marine boot camp, where Marines "prove" their commitment is an example of:

- a. indoctrination.
- b. orientation.

c. socialization.

d. institutionalization.

879) The socialization stage that encompasses the learning before a new member joins the organization is:

a. prearrival.

- b. encounter.
- c. metamorphosis.
- d. ritual.

880) Which of the following is not a stage of the socialization process?

- a. prearrival
- b. encounter
- c. metamorphosis
- d. ritual**

881) _____ is the process that adapts employees to the organization's culture.

- a. Training
- b. Indoctrination
- c. Socialization**
- d. Orientation

882) The correct order for the stages of the socialization process is:

- a. prearrival, metamorphosis, encounter.
- b. prearrival, encounter, ritual.
- c. prearrival, ritual, encounter.
- d. prearrival, encounter, metamorphosis.**

883) The employee compares her expectations to organizational reality in which stage of socialization?

- a. prearrival
- b. encounter**
- c. metamorphosis
- d. ritual

884) If there is a basic conflict between the individual's expectations and the organization's expectations, the employee is most likely to be disillusioned and quit during which stage?

- a. prearrival
- b. ritual
- c. encounter**
- d. metamorphosis

885) Employee attitudes and behavior change during the _____ stage of socialization.

- a. establishment
- b. transformation
- c. encounter
- d. metamorphosis**

886) The time when a new employee sees what the organization is really like and realizes that expectations and reality may diverge is called:

- a. encounter stage.**
- b. exploration stage.
- c. establishment stage.
- d. metamorphosis stage.

887) The employee has become comfortable by the end of the:

- a. encounter stage.
- b. exploration stage.
- c. establishment stage.

d. metamorphosis stage.

888) Which of the following is not a form listed in the book by which culture is transmitted to employees?

- a. stories
- b. metamorphosis**
- c. ritual
- d. language

889) Which one of the following terms is not consistent with the definition of a ritual?

- a. material symbols**
- b. sequence of activities
- c. repetition
- d. key values

890) _____ typically contain(s) a narrative of events about the organization's founders, rule breaking, or reactions to past mistakes.

- a. Stories**
- b. Material symbols
- c. Rituals
- d. Language

891) According to your text, one of the most potent ways that employees learn culture is through:

- a. material symbols.**
- b. role models.
- c. colleagues.
- d. mentors.

892) _____ are repetitive sequences of activities that express and reinforce the key values of the organization, what goals are important, which people are important, and which are expendable.

a. Stories

b. Rituals

c. Material symbols

d. Formal procedures

893) All of the following are examples of rituals except:

a. college faculty seeking tenure.

b. annual award meeting.

c. fraternity initiation.

d. the placement of offices within corporate headquarters.

894) All of the following are examples of material symbols except:

a. top executives' use of the company jet.

b. a swimming pool for the employees to use.

c. an annual award meeting.

d. different types of cars for executives.

895) An organizational culture most likely to shape high ethical standards is one that:

a. is high in risk tolerance.

b. is low-to-moderate in aggressiveness.

c. focuses on means as well as outcomes.

d. all of the above

896) To create a more ethical culture, management should do all of the following except:

a. Be a visible role model.

b. Hush up unethical acts.

- c. Provide ethical training.
- d. Communicate ethical expectations.

897) Which of the following is not a variable evident in customer-responsive cultures?

- a. Outgoing and friendly employees.

b. Standardization of responses to customer needs.

- c. Good listening skills.
- d. Organizational citizenship behavior.

898) Once a customer-responsive culture hires service-oriented employees, the organization must:

a. Clarify their roles.

- b. Conduct formal orientation sessions.
- c. Allow role ambiguity.
- d. All of the above

899) The place to start in building a customer-responsive culture is:

a. Hire service-contact people who have appropriate personality and attitudes.

- b. Conduct orientation and socialization of employees.
- c. Reduce rules and regulations.
- d. Empower employees with the discretion to make day-to-day decisions.

900) Organizations that promote a spiritual culture:

- a. Have organized religious practices.
- b. Adopt a corporate religion.

c. Recognize that people have both a mind and a spirit.

- d. All of the above

Critics of the spirituality movement in organizations focus on what issue(s)?

- a. Legitimacy
- b. Economics.
- c. All the above..**
- d. None of the above.

901) _____ defines how job tasks are formally divided, grouped, and coordinated.

a. Organizational structure

- b. Work specialization
- c. Departmentalization
- d. Organizational behavior

902) Organizational structure has six key elements. Which of the following is not one of these elements?

- a. centralization
- b. departmentalization

c. span of authority

- d. formalization

903) Work specialization is the same as:

- a. departmentalization.

b. division of labor.

- c. decentralization.

- d. job grouping.

904) The degree to which tasks are subdivided into separate jobs is termed:

- a. departmentalization.
- b. decentralization.

c. work specialization.

- d. structure.

905) In the late 1940s, most manufacturing jobs in industrialized countries were being done with high:

- a. departmentalization.

b. decentralization.

c. work specialization.

d. structuralization.

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906) For much of the first half of the 20th century, managers viewed _____ as an unending source of increased productivity.

- a. departmentalization
- b. formalization
- c. work specialization**
- d. automation

907) Which one of the following components of organizational structure specifically defines where decisions are made?

- a. complexity/simplicity
- b. formalization/informalization
- c. centralization/decentralization**
- d. specialization/enlargement

908) The basis by which jobs are grouped together is termed:

- a. departmentalization.**
- b. bureaucracy.
- c. specialization.
- d. centralization.

909) Grouping jobs on the basis of function, product, geography, process, or customer is a form of:

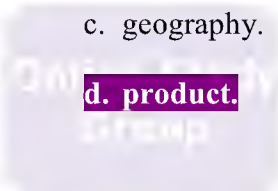
- a. departmentalization.**
- b. specialization.
- c. centralization.
- d. bureaucracy.

910) One of the most popular ways to group activities is by:

- a. product.
- b. function.**
- c. geography.
- d. process.

911) Proctor & Gamble departmentalizes by Tide, Pampers, Charmin, and Pringles. This is an example of departmentalization by:

- a. function.
- b. process.
- c. geography.
- d. product.**



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- 912) A plant manager who organizes the plant by separating engineering, accounting, manufacturing, personnel, and purchasing into departments is practicing _____ departmentalization.
- a. target customer
 - b. product
 - c. functional**
 - d. geographic
- 913) _____ departmentalization achieves economies of scale by placing people with common skills and orientations into common units.
- a. Functional**
 - b. Process
 - c. Product
 - d. Geographic
- 914) At an Alcoa aluminum tubing plant in New York, production is organized into five departments: casting; press; tubing; finishing; and inspecting; packing; and shipping. This is
- a. functional departmentalization.
 - b. process departmentalization.**
 - c. product departmentalization.
 - d. none of the above.
- 915) The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed:
- a. chain of command.**
 - b. authority.

- c. span of control.
- d. unity of command.

916) The right inherent in a managerial position to give orders and expect orders to be obeyed is termed:

- a. chain of command.
- b. authority.**
- c. power.
- d. unity of command.

917) The _____ principle helps preserve the concept of an unbroken line of authority.

- a. span of control
- b. chain of command
- c. unity of command**
- d. centralization

918) The _____ principle states that a person should have one and only one superior to whom he or she is directly responsible.

- a. span of control
- b. chain of command
- c. unity of command**
- d. authority

919) The _____ refers to the number of subordinates a manager can efficiently and effectively direct.

- a. span of control**
- b. unity of command
- c. chain of command
- d. decentralization principle

920) Which of the following is a drawback of a narrow span of control?

- a. It reduces effectiveness.
- b. It is more efficient.
- c. It encourages overly tight supervision and discourages employee autonomy.**
- d. It empowers employees.

921) Which of the following is not a drawback of a narrow span of control?

- a. It is expensive.
- b. It makes vertical communication in the organization more complex.
- c. Supervisors may loose control of their employees.**
- d. It encourages overly tight supervision.

922) The trend in recent years has been toward:

- a. narrower spans of control.

b. wider spans of control.

- c. a span of control of four.
- d. an ideal span of control of six to eight.

923) If you have a narrow span of control, you have a(n) _____ organization.

- a. efficient
- b. short
- c. tall**
- d. matrix

924) _____ are consistent with recent efforts by companies to reduce costs, cut overhead, speed up decision making, increase flexibility, get closer to customers, and empower employees.

a. Wider spans of control

- b. Narrower spans of control
- c. Matrix structures
- d. Simple structures

925) The best definition for centralization is:

- a. decision making is pushed down to lower level employees.
- b. decision making is concentrated at a single point in the organization.**
- c. decision making depends on the situation.
- d. decision making is done in each department and then sent to the president for the final decision.

926) In an organization that has high centralization:

- a. the corporate headquarters is located centrally to branch offices.
- b. all top level officials are located within the same geographic area.
- c. top managers make all the decisions and lower level managers merely carry out directions.**
- d. action can be taken more quickly to solve problems.

927) The more that lower-level personnel provide input or are actually given the discretion to make decisions, the more _____ there is.

- a. centralization
- b. decentralization**
- c. work specialization
- d. departmentalization

928) If a job is highly formalized, it would not include which of the following?

- a. clearly defined procedures on work processes
- b. explicit job description
- c. high employee job discretion**
- d. a large number of organizational rules

929) Explicit job descriptions, lots of rules, and clearly defined procedures concerning work processes are consistent with:

- a. high formalization.**
- b. high specialization.
- c. high centralization.
- d. bureaucracy.

930) Employee discretion is inversely related to:

- a. complexity.
- b. standardization.**
- c. specialization.
- d. departmentalization.

931) Which of the following is not a common organizational design?

- a. simple structure
- b. bureaucracy
- c. centralized structure**
- d. matrix structure

932) The _____ is characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization.

- a. bureaucracy
- b. matrix organization
- c. simple structure**
- d. team structure

933) Which one of the following is consistent with a simple structure?

- a. high centralization**
- b. high horizontal differentiation
- c. high employee discretion
- d. standardization

934) The _____ is a flat organization.

- a. bureaucracy
- b. centralized structure
- c. matrix structure
- d. none of the above**

935) Simple structures are characterized by:

- a. shared authority.
- b. a narrow span of control.
- c. standardization.

d. a low degree of departmentalization.

936) This is most widely practiced in small businesses.

- a. simple structure**
- b. standardization
- c. centralized structure
- d. span of control

937) The bureaucracy is characterized by all of the following except:

- a. highly routine operating tasks.
- b. formalized rules and regulations.
- c. tasks that are grouped into functional departments.

d. decentralized decision making.

938) The key underlying all bureaucracies is:

- a. flexibility.
- b. standardization.**
- c. dual lines of authority.
- d. wide span of control.

939) The ____ is characterized by highly routine operating tasks achieved through specialization.

- a. simple structure
- b. bureaucracy**
- c. centralized structure
- d. matrix structure

The strength of the simple structure lies in its:

- a. efficiency.
- b. simplicity.**
- c. centralization.
- d. span of control.

940) Which of the following is not a weakness of the simple structure?

- a. It is risky.
- b. information overload
- c. There is little unity of command.**
- d. slower decision making

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941) The structure that creates dual lines of authority and combines functional and product departmentalization is the:

- a. organizational structure.
- b. bureaucracy.
- c. matrix structure.**
- d. virtual organization.

942) The matrix structure combines which two forms of departmentalization?

- a. process and functional
- b. functional and product**
- c. product and process
- d. none of the above

943) The _____ violates the unity of command concept.

- a. simple structure
- b. virtual structure
- c. matrix structure**
- d. team structure

944) Which one of the following problems is most likely to occur in a matrix structure?

- a. decreased response to environmental change
- b. decreased employee motivation
- c. loss of economies of scale
- d. employees receiving conflicting directives**

945) The strength of the matrix structure is its:

a. ability to facilitate coordination.

- b. economies of scale.
- c. adherence to chain of command.
- d. standardization.

946) The major disadvantage of the matrix structure is:

- a. the confusion it creates.
- b. its propensity to foster power struggles.
- c. the stress it places on individuals.

d. all of the above

947) The primary characteristics of the _____ structure are that it breaks down departmental barriers and decentralizes decision making to the level of the work team.

a. virtual

b. team

c. boundaryless

d. organizational

948) In larger organizations, the team structure complements what is typically a:

a. virtual organization.

b. bureaucracy.

c. formal structure.

d. boundaryless organization.

949) A small, core organization that outsources major business functions is the _____ organization.

a. team

b. virtual

c. boundaryless

d. matrix

<http://www.docstoc.com/docs/7886857/Organization-Structure>

950) The ____ is also called the network or modular organization.

a. virtual organization

b. team structure

c. pyramid

d. boundaryless organization

951) The prototype of the virtual structure is today's:

a. appliance manufacturers.

b. movie-making organizations.

c. fast-food restaurants.

d. software companies.

<http://www.docstoc.com/docs/7886857/Organization-Structure>

952) The major advantage of the virtual organization is its:

a. control.

b. predictability.

c. flexibility.

d. empowerment.

953) The _____ organization stands in sharp contrast to the typical bureaucracy that has many vertical levels of management and where control is sought through ownership.

a. virtual

b. team

c. limitless

d. matrix

954) The boundaryless organization relies heavily on:

a. information technology.

b. functional and product departmentalization.

c. the simple structure.

d. none of the above.

955) An organization that seeks to eliminate the chain of command, have limitless spans of control, and replace departments with empowered teams is the:

a. virtual organization.

b. boundaryless organization.

c. matrix organization.

d. team structure.

956) The one common technological thread that makes the boundaryless organization possible is:

a. reengineering.

b. MBA's.

c. networked computers.

d. mainframes.

957) The _____ is a structure characterized by extensive departmentalization, high formalization, a limited information network, and centralization.

a. mechanistic model

- b. organic model
- c. traditional model
- d. bureaucracy organization

958) Which of the following is not a characteristic of a mechanistic structure?

- a. extensive departmentalization
- b. high formalization
- c. limited information network
- d. flexibility**

959) If there is low formalization, a comprehensive information network, and high participation in decision making, one would expect a(n):

- a. simple structure.
- b. mechanistic structure.
- c. organic structure.**
- d. stable structure.

960) All of the following are characteristics of the organic model except:

- a. cross-functional teams.
- b. cross-departmentalization.**
- c. cross-hierarchical teams.
- d. high participation.

961) Which of the following is not a determinant of an organization's structure?

- a. strategy
- b. organization size

c. innovation

d. technology

962) Changes in corporate strategy precede and lead to:

a. changes in the environment.

b. better communication.

c. increased productivity.

d. changes in an organization's structure.

963) A strategy that emphasizes the introduction of major new products and services is a(n) _____ strategy.

a. innovation

b. enhancement

c. progressive

d. organic

964) The innovation strategy is characterized by:

a. unorthodox structures.

b. a mixture of loose with tight properties.

c. low specialization and low formalization.

d. high technology

965) _____ refers to how an organization transfers its inputs into outputs.

a. Production

b. Technology

c. Operations

d. Process

<http://www.docstoc.com/docs/20916902/Chapter-14---FOUNDATIONS-OF-ORGANIZATION-STRUCTURE>

966) Which of the following is not part of the organization's environment?

<http://groups.google.com/group/vuzs>

www.vuzs.net

- a. public pressure groups
- b. customers
- c. technology**
- d. competitors

967) The _____ of an environment refers to the degree to which it can support growth.

- a. capacity**
- b. qualifications
- c. potential
- d. capability

968) _____ refers to the degree of instability of an environment.

- a. Instability
- b. Volatility**
- c. Irregularity
- d. Unpredictability

969) Three key dimensions to any organization's environment have been found. Which of the following is not one of these key dimensions?

- a. volatility
- b. capability**
- c. complexity
- d. capacity

970) The _____ of an environment refers to the degree of heterogeneity and concentration among environmental elements.

- a. density
- b. simplicity
- c. complexity**

d. intricacy

971) Which of the following generalizations about organizational structures and employee performance and satisfaction is most true?

a. There is fairly strong evidence linking decentralization and job satisfaction.

b. It is probably safe to say that no evidence supports a relationship between span of control and employee performance.

c. The evidence generally indicates that work specialization contributes to lower employee productivity.

d. No one wants work that makes minimal intellectual demands and is routine.

972) There is research evidence to suggest that:

a. employees with high self-esteem are more satisfied with decentralized organizations.

b. a manager's job satisfaction increases along with the number of employees he or she supervises

c. centralized organizations tend to have more satisfied employees.

d. a manager's job satisfaction is inversely related to the number of employees he or she supervises

973) When an organization takes on a life of its own, we can say that it has:

a. acquired a culture.

b. developed subcultures.

c. become institutionalized.

d. become immortal.

974) Institutionalization is when:

a. people become indoctrinated into an organization's culture.

b. an organization becomes valued for itself.

- c. when rules and bureaucracy becomes a dominant culture.
- d. an organization employs over 1,000 people.

975) Which of the following is not true about institutionalization?

- a. It operates to produce common understandings about appropriate behavior.
- b. Acceptable modes of behavior become largely self-evident to its members.
- c. It means the organization has acquired immortality.

d. The organization's mission becomes stable.

976) _____ is a shared system of meaning held by the organization's members that distinguishes the organization from other organizations.

- a. Institutionalization

b. Organizational culture

- c. Socialization
- d. Formalization

977) Which of the following is not a characteristic of organizational culture?

- a. attention to detail
- b. innovation

c. formality orientation

- d. team orientation

978) The key characteristic of organizational culture which addresses the degree to which management decisions take into consideration the effect of outcomes on people within the organization is termed:

- a. humanistic work practices.
- b. sense of community.
- c. team orientation.

d. people orientation.

979) The key characteristic of organizational culture which addresses the degree to which people are competitive rather than easygoing is termed:

- a. assertiveness.
- b. competitiveness.

c. aggressiveness.

- d. risk taking.

980) The key characteristic of organizational culture which addresses the degree to which employees are expected to exhibit precision is termed:

- a. accuracy orientation.
- b. precision.

c. attention to detail.

- d. stability

981) The key characteristic of organizational culture which assesses the degree to which organizational activities emphasize maintaining the status quo in contrast to growth is:

- a. permanence.
- b. aggressiveness orientation.

c. stability.

- d. competitiveness.

982) In contrasting organizational culture with job satisfaction, the former _____ while the latter _____.

- a. is written; is implied
- b. is implied; describes
- c. evaluates; describes

d. describes; evaluates

983) _____ expresses the core values that are shared by a majority of the organization's members.

a. Dominant culture

- b. Subculture
- c. Socialization
- d. Cultural reality

984) The macro view of culture that gives an organization its distinct personality is its:

a. dominant culture.

- b. subculture.
- c. strong culture.
- d. national culture.

985) Cultures within an organization, typically defined by departmental designations are often called:

a. microcultures.

b. subcultures.

- c. divisional cultures.
- d. microcosms.

986) One of the most frequently used selection devices that carries a disproportionate amount of influence:

a. interview.

- b. written test.
- c. performance simulation test.
- d. work sampling.

987) The unstructured interview:

- a. is made up of random questions.
- b. typically is biased.
- c. often is unrelated to future job performance.

d. all of the above

988) The variability in interview results across applicants is reduced by which of the following?

- a. using a standardized method of evaluating information
- b. using a standardized set of objectives
- c. using a standardized set of questions**
- d. none of the above

989) The variability in interview results across applicants is reduced by which of the following?

- a. screening interviewers for job-related skills
- b. standardizing the rating of the interviewers' qualifications
- c. providing interviewers with a uniform method of recording data**
- d. none of the above

990) The effectiveness of the job interview is increased by:

- a. using audition-type interviews
- b. using behavioral structured interviews**
- c. using performance-simulation interviews
- d. using problem-solving interviews

991) Applicants describe how they handled problems and situations in previous jobs in a:

a. behavioral structured interview.

- b. audition-type interview.
- c. performance-simulation interview.
- d. problem-solving interview.

992) The behavioral structured interview is built on the assumption that:

a. past behavior is the best predictor of future behavior.

- b. technical knowledge and skills are the best predictor of job performance.
- c. personality is the best predictor of job performance.
- d. none of the above.

993) The evidence indicates that interviews are most valuable for assessing a candidate's

- a. applied level of mental skills.
- b. level of conscientiousness.
- c. interpersonal skills.

d. all of the above.

994) In practice, organizations use interviews to

a. determine applicant-organization fit.

- b. assess specific, job relevant skills.
- c. evaluate teamwork orientation.
- d. none of the above.

995) These yield validities superior to written aptitude and personality tests.

- a. work samples**
- b. behavioral structured interviews
- c. integrity tests
- d. interest tests

996) According to the book U.S. corporations with 100 or more employees spent how much in a recent year on formal training?

- a. more than \$25 billion.
- b. more than \$50 billion.**
- c. more than \$80 billion.
- d. more than \$100 billion.

997) Basic literacy training must often be provided by employers because the percentage of the U.S. population that reads below the eighth-grade level is:

- a. 20%
- b. 30%
- c. 40%
- d. 50%**

998) Which one of the following employee skills was not specifically addressed by your author?

- a. financial**
- b. basic literacy
- c. problem solving
- d. interpersonal

- 999) According to your author, which type of skill training has become increasingly important?
- a. financial
 - b. technical**
 - c. problem solving
 - d. interpersonal
- 1000) Learning how to be a better listener and how to be a more effective team player is included in:
- a. communication skills.
 - b. technical skills.
 - c. problem solving skills.
 - d. interpersonal skills.**
- 1001) A recent survey found that about ___ percent of employees working in the 1000 largest U.S. corporations receive ethics training.
- a. 10
 - b. 25
 - c. 50
 - d. 75**
- 1002) Examples of on-the-job training include all of the following except:
- a. job rotation.
 - b. apprenticeship.
 - c. simulation centers.**
 - d. understudy assignments.

1003) Examples of off-the-job training include all of the following except:

- a. classroom lectures.
- b. apprenticeship programs.**
- c. Internet courses.
- d. public seminars.

1004) The primary drawback of on-the-job training is that:

- a. it is not as effective as other methods.
- b. it often disrupts the workplace.**
- c. it is too time consuming.
- d. all of the above

1005) Effective training recognizes that people learn differently. The author mentions these learning styles:

- a. feeling.
- b. sensing.
- c. seeing.
- d. none of the above**

1006) Which one of the following was mentioned in your text as a purpose for performance evaluations?

- a. improve group cohesiveness
- b. define departmental structure
- c. validate selection programs**
- d. identify how jobs are done

1007) The performance evaluation purpose that was not suggested by your text is:

- a. a method to identify training needs.
- b. a feedback mechanism.

c. a mechanism for security and control.

d. a basis for reward allocation.

1008) Your text emphasizes performance evaluations as a mechanism for:

a. providing feedback.

b. determining promotions.

c. human resource planning.

d. identifying training needs.

1009) Performance evaluation is most relevant to which relationship in the expectancy theory of motivation?

a. effort-performance

b. effort-goal

c. reward-goal

d. performance-goal

1010) We can expect individuals to work considerably below their potential if which of the following conditions occurs?

a. if the objectives that employees are expected to achieve are unclear.

b. if the criteria for measuring those objectives are vague.

c. if the employees lack confidence that their efforts will lead to a satisfactory appraisal of their performance.

d. all of the above

1011) Individual task outcomes that management could evaluate include all of the following except:

a. quantity produced.

b. scrap generated.

c. average number of calls per day.

d. cost per unit of production.

1012) Examples of behaviors that management could evaluate include all of the following except:

a. quantity produced.

b. average number of calls per day.

c. sick days per year.

d. cost per unit of production

1013) The weakest set of criteria used to evaluate employees is:

a. traits.

b. task outcomes.

c. behaviors.

d. none of the above.

1014) This is one of the most reliable sources of appraisal data.

a. Immediate superiors

b. Peers

c. Immediate subordinates

d. Customers

1015) Which of the following is not true concerning self-evaluation?

a. Self-evaluations get high marks from employees themselves.

b. Self-evaluations tend to heighten employees' defensiveness about the appraisal process.

c. Self-evaluations make excellent vehicles for stimulating job performance discussions between employees and their superiors.

d. Self-evaluations suffer from over-inflated assessments.

1016) The approach to evaluation that uses feedback from those who have daily contact with an employee (everyone from mailroom personnel to customers to bosses to peers) is termed:

- a. critical incidents.
- b. 360-degree evaluation.**
- c. BARS.
- d. multiperson comparisons.

1017) This system provides performance feedback from a full circle of daily contacts.

- a. 360-degree evaluation**
- b. Peer evaluation
- c. Paired comparison
- d. Subordinate evaluation

1018) All of the following are methods of performance evaluation mentioned by the author except:

- a. critical incidents.
- b. written essays.
- c. interviews.**
- d. graphic rating scales.

1019) The evaluation method that focuses the evaluator's attention on those behaviors that are key to executing a job effectively is:

- a. forced comparison.
- b. critical incidents.**
- c. graphic rating scales.
- d. behaviorally anchored rating scales.

1020) Which performance evaluation method requires no complex forms or extensive training to complete?

- a. written essays.**
- b. critical incidents.
- c. graphic rating scales.
- d. behaviorally anchored rating scales.

1021) Which performance evaluation method produces descriptions such as *anticipates, plans, executes, and solves immediate problems*?

- a. written essays
- b. critical incidents
- c. graphic rating scales

d. behaviorally anchored rating scales

1022) If the manager uses critical incidents as a method of performance evaluation:

- a. the subordinate is apt to become confused.
- b. the evaluator's writing skills become the determining factor in success or failure.
- c. the subordinate will become motivated.

d. the focus is on key behaviors.

1023) One reason to consider graphic rating scales is:

- a. accuracy.
- b. quantitative analysis and comparison.**
- c. quality of result.
- d. breadth of information.

1024) When an appraiser rates employees based on items on a continuum with the points reflecting actual behaviors on the given job, it is called:

- a. BARS.**
- b. critical incident.
- c. graphic rating scale.
- d. behavioral structured ratings.

1025) This method evaluates one's performance against the performance of one or more others.

- a. BARS
- b. Critical incident
- c. Graphic rating scale
- d. Forced comparison**

1026) This method requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth.

- a. Individual ranking
- b. Group order ranking**
- c. Paired comparison
- d. Fractional ranking

1027) Which approach to performance evaluation rank-orders employees from best to worst?

- a individual ranking**
- b. group order ranking
- c. paired comparison
- d. straight ranking

1028) All of the following are ways to overcome problems encountered with performance evaluations except:

- a. document performance in a journal.
- b. focus on identifiable traits.**
- c. use multiple evaluators.
- d. emphasize behaviors.

1029) The author suggests that this can be used to increase the perception that employees are treated fairly.

- a. selective evaluation
- b. due process**
- c. multiple raters
- d. documenting with a journal

1030) Which of the following is not a reason given by managers regarding their reluctance to give performance feedback?

- a. Many employees become defensive when their weaknesses are pointed out.
- b. Fear of confrontation with employees.
- c. Employees have an inflated assessment of their own performance.
- d. The human resources department or upper management is not supportive.**

1031) Which of the following is not a suggestion offered by your text for designing a system to evaluate the performance of teams?

- a. Tie the team's results to the organization's goals.
- b. Measure both team and individual performance.

c. Encourage individuals to set personal goals.

d. Train the team to create its own measures.

1032) Which of the following statements is true concerning international selection practices?

a. Structured interviews are popular in all countries.

b. Beliefs about how one should conduct an interpersonal interview are consistent across countries.

c. The use of educational qualifications in screening candidates seems to be a universal practice.

d. Policies and practices do not require modification from one country to the next.

1033) Which of the following is not true concerning international performance evaluations?

a. Caution should be used in generalizing across cultures.

b. Every culture is concerned with performance appraisal.

c. Not all managers look at performance appraisal the same way as do managers in the US.

d. Individualistic countries emphasize formal performance evaluation systems.

1034) Which of the following might a company consider to help employees address work/life conflicts?

a. Keep workloads reasonable.

b. Reduce work-related travel.

c. Offer on-site quality child-care.

d. all of the above

1035) The centerpiece of most diversity programs is:

a. top management commitment.

b. employee commitment.

c. training.

d. human resource personnel.

1036) Diversity training programs are generally intended to provide a vehicle for:

a. increasing awareness and examining stereotypes.

- b. focusing on individual differences.
- c. eliminating group learning.
- d. balancing work/life conflicts.

1037) An example of change in the nature of the work force is:

- a. increase in college attendance.
- b. mergers and consolidations.
- c. more cultural diversity.**
- d. increase in divorce rates.

1038) Which of the following is not cited as a force for change?

- a. technology
- b. economic shocks
- c. decreasing skill sets**
- d. social trends

1039) Phrases such as “more cultural diversity,” “many new entrants with inadequate skills,” and “increase in professionals” are all examples of what force for change?

- a. technology
- b. world politics
- c. nature of the work force**
- d. social trends

1040) An example of change in the nature of competition is:

- a. growth of e-commerce.**
- b. collapse of Enron Corporation.
- c. more cultural diversity.
- d. increased interest in urban living.

1041) Change activities that are intentional and goal oriented are termed:

- a. planned change.**
- b. second order change.

- c. change agents.
- d. first order change

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1042) If an organization used an outside consultant as opposed to an insider as change agent, the result would probably be:

- a. more cautious and thoughtful.
- b. more reflective of the organization's history and culture.
- c. more objective.**
- d. reflective of the fact that change agents must live with the consequences of their actions.

1043) Which factor in choosing an outside consultant as change agent is likely to result in more drastic changes (good or bad)?

- a. the cost.
- b. internal members resistance to outsiders.
- c. they do not have to live with the repercussions after the change.**
- d. objective perspective.

1044) If an organization used an insider as a change agent as opposed to an outside consultant:

- a. the change would probably be more cautious.**
- b. the change would probably be more drastic.
- c. the change would probably be more objective.
- d. the change would more likely be second order.

1045) Resistance to change is positive since:

- a. it provides a degree of stability to behavior and productivity.
- b. without some resistance, OB would take on characteristics of chaotic randomness.
- c. resistance can be a source of functional conflict.
- d. all of the above**

1046) It is easiest for management to deal with resistance when it is:

- a. overt.**

- b. expressed.
- c. passive.
- d. implicit.

1047) The greater challenge is managing resistance to change that is:

- a. passive.
- b. resolute.
- c. deferred.**
- d. explicit.

1048) An example of a source of individual resistance to change is:

- a. inertia.
- b. structural inertia.
- c. habit.**
- d. threat to expertise.

1049) Which of the following is not a source of individual resistance to change?

- a. habit
- b. security
- c. fear of the unknown
- d. inertia**

Five reasons why individuals may resist change are

- 1. Habit:** Life is complex, to cope with having to make hundreds of decisions everyday, we all rely on habits or programmed responses.
- 2. Security:** People with a high need for security are likely to resist change because it threatens their feelings of safety.
- 3. Economic factors:** Another source of individual resistance is concern that changes will lower one's income.
- 4. Fear of the unknown:** Changes substitute ambiguity and uncertainty for the known.
- 5. Selective information processing:** Individuals shape their world through their perceptions. Once they have created this world, it resists change

1050) All of the following are sources of organizational resistance to change except:

a. structural inertia.

b. security. Page 181

c. limited focus of change.

d. threat to established power relationships.

1051) The built-in mechanisms that an organization has to produce stability are termed:

a. structural inertia.

b. threat to expertise.

c. habit.

d. selective information processing.

1052) Which one of the following is not listed as a tactic for dealing with resistance to change?

a. collaboration

b. manipulation

c. participation

d. cooptation

1053) Which tactic for overcoming resistance to change basically assumes that the source of resistance lies in misinformation?

a. training and development

b. facilitation and support

c. education and communication

d. teaching and advancement

1054) Exchanging something of value for a lessening of resistance to change is best defined by which of the following tactics?

a. compromise

b. negotiation

- c. cooptation
- d. manipulation

1055) Using covert influence to overcome resistance to change is called:

- a. negotiation.
- b. cooptation.
- c. manipulation.**
- d. coercion.

1056) Which tactic to overcome resistance to change is a relatively easy way to gain the support of adversaries, but may backfire if the targets become aware of the tactic?

- a. negotiation
- b. conciliation
- c. manipulation**
- d. coercion

1057) If individuals resisting change are included in making change decisions in an attempt to gain their support, it is called:

- a. cooptation.**
- b. exploitation.
- c. manipulation.
- d. coercion.

1058) The application of direct threats or force upon resisters is called:

- a. exploitation.
- b. cooptation.
- c. manipulation.
- d. coercion.**

1059) Politics suggest that the impetus for change is more likely to come from:

- a. outside change agents.
- b. employees who are new to the organization.
- c. managers slightly removed from the main power structure.
- d. all of the above**

1060) Managers who have spent their entire career with the organization and are high in the hierarchy are:

- a. good change agents.
- b. generally the impetus for change.
- c. often impediments to change.**
- d. none of the above.

1061) This is one of the ways to achieve unfreezing:

- a. The driving forces directing behavior away from the status quo can be increased.**
- b. The restraining forces which hinder movement from the inequality can be decreased.
- c. A combination of (a) and (b).
- d. All of the above are ways to achieve unfreezing

1062) Who developed a three-step model for change that included unfreezing, movement, and refreezing?

- a. John Kotter
- b. David McClelland
- c. Kurt Lewin**
- d. Lawrence Summers

1063) To direct behavior away from the status quo, one can increase the use of:

- a. restraining forces.

b. restricting forces.

c. driving forces.

d. compelling forces.

1064) To move from equilibrium, Lewin suggests:

a. decreasing restraining forces.

b. increasing compelling forces.

c. decreasing driving forces.

d. all of the above

1065) _____ is a change process based on systematic collection of data and then selection of a change action based on what the analyzed data indicate.

a. Organizational development

b. Action research

c. Planned change

d. Process consultation

1066) The step in the action research process where information is gathered about problem, concerns, and needed changes from members of the organization is:

a. feedback.

b. evaluation.

c. diagnosis.

d. action.

1067) All of the following are steps in the process of action research except:

a. diagnosis.

b. forming.

c. feedback.

d. action.

1068) The action research process closely resembles:

- a. political research.
- b. scientific method.**
- c. organizational development.
- d. appreciative inquiry.

1069) In the process of action research, diagnosis is followed by:

- a. feedback.
- b. analysis.**
- c. action.
- d. evaluation.

1070) Which of the following is considered a benefit of action research for an organization?

- a. Employees can carry out the specific actions to correct the problems identified.
- b. It is problem focused.**
- c. It is solution centered.
- d. It is simple to implement.

1071) _____ encompasses a collection of planned-change interventions built on humanistic-democratic values that seek to improve organizational effectiveness and employee well-being.

- a. Organizational development**
- b. Planned change
- c. Process consultation
- d. Action research

1072) Which of the following is not considered an underlying value in organizational development?

- a. participation
- b. confrontation
- c. contribution**
- d. power equalization

1073) The de-emphasis of hierarchical authority and control in OD is referred to as:

- a. participation.
- b. power equalization.**
- c. trust and support.
- d. respect for people.

1074) Which of the following is not true of OD?

- 1) Problems should be condensed.**
- 2) Problems should be openly confronted.
- 3) Effective organizations are characterized by trust.
- 4) People should be treated with dignity and respect.

1075) T-groups are also known as:

- a. action research teams.
- b. appreciative inquiry training groups.
- c. team building groups.
- d. sensitivity training groups.**

1076) _____ is a method of changing behavior through unstructured group interaction.

- a. Action research
- b. Planned change
- c. Process consultation
- d. Sensitivity training**

- 1077) A tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, and solving these differences is:
- a. sensitivity training.
 - b. survey feedback.**
 - c. process consultation.
 - d. intergroup development.
- 1078) The purpose of _____ is for an outside consultant to assist a client, usually a manager, to perceive, understand, and act upon process events with which he or she must deal.
- a. a change agent
 - b. survey feedback
 - c. process consultation**
 - d. action research
- 1079) The activities included in team building include all of the following except:
- a. goal setting.
 - b. personal development.**
 - c. team process analysis.
 - d. role analysis.
- 1080) Rather than looking for problems, _____ seeks to identify the unique qualities and special strengths of an organization, which can then be built upon to improve performance.
- a. appreciative inquiry**
 - b. action research
 - c. team building
 - d. process consultation
- 1081) Which of the following is not a step in the AI process?
- a. discovery
 - b. dreaming

c. devise

d. destiny

1082) _____ is a new idea applied to initiating or improving a product, process, or service.

a. Continuous improvement processes

b. Double-loop learning

c. Innovation

d. Process reengineering

1083) An organization that has developed the continuous capacity to adapt and change is termed a(n):

a. learning organization.

b. continuous improvement process.

c. innovative organization.

d. double-loop learning organization.

1084) Which has been the most studied potential source of innovation?

a. cultural

b. structural

c. human resources

d. champions

1085) _____ involves correcting errors using past routines and present policies.

a. Process reengineering

b. Single-loop learning

c. Double-loop learning

d. Continuous improvement process

1086) Errors that are corrected by modifying the organization's objectives, policies, and standard routines are part of:

- a. single-loop learning.
- b. double-loop learning.**
- c. process reengineering.
- d. continuous improvement process.

1087) Which of the following is a characteristic of a learning organization?

- a. People have standard ways of doing their jobs.
- b. People pursue project of interest.
- c. People communicate over vertical and horizontal boundaries.**
- d. People think in terms of independent relationships.

1088) Which of the following is not a characteristic of a learning organization?

- a. There is a shared vision upon which everyone agrees.
- b. People sublimate their personal self-interest to work together to achieve the organization's shared vision.
- c. Members integrate old ways of thinking with new ideas.**
- d. People openly communicate with each other.

1089) Which is not a suggestion for managers to make their firms learning organizations?

- a. Establish a strategy that makes management's commitment to change explicit.
- b. Redesign the organization's structure by flattening the structure and increasing the use of cross-functional teams.
- c. Reshape the organization's culture by emphasizing risk taking and openness.
- d. Systematically collect data and then select a change action based on the analyzed data.**

1090) For potential stress to become actual stress, _____ and _____ must be present.

- a. people; organizations
- b. ambiguity; importance
- c. uncertainty; risk
- d. importance; uncertainty**

1091) Which of the following is most likely to turn potential stress into actual stress?

- a. An outcome is difficult to achieve.
- b. The situation is complex.
- c. An outcome is uncertain.**
- d. The situation involves competition.

1092) Which of the following is not an organizational factor related to stress?

- a. economic conditions**
- b. task demands
- c. role demands
- d. organizational structure

1093) Which of the following is not a category of potential sources of stress?

- a. community**
- b. environmental
- c. organizational
- d. individual

1094) Political uncertainties, economic uncertainties, and technological uncertainty are examples of which category of potential sources of stress?

- a. economic
- b. environmental**
- c. organizational
- d. group

1095) There are several potential sources of stress. When pressures are created by other employees causing a lack of social support, the factor of stress involved is:

- a. interpersonal demands.**
- b. organizational factors.
- c. role demands.

d. organizational structure.

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1096) Family issues, economic problems, and inherent personality characteristics are examples of which factor of potential stress?

- personal
- environmental
- personnel
- individual**

1097) Symptoms of stress can surface as:

- a. physiological outcomes.
- b. psychological outcomes.
- c. behavioral outcomes.
- d. all of the above**

1098) Which of the following characteristics is most likely to be associated with high stress?

- a. considerable job experience
- b. external locus of control**
- c. a high need to achieve
- d. type B behavior

1099) Symptoms of stress such as increased blood pressure and increased heart rate are _____ symptoms.

- a. psychological
- b. physiological**
- c. behavioral
- d. personal

1100) Which of the following is not a psychological consequence of stress?

- a. anxiety
- b. low self esteem
- c. frustration
- d. high blood pressure**

1101) Excessive smoking, substance abuse, accident proneness, and appetite disorders are all examples of _____ consequences of stress.

- a. personal
- b. psychological
- c. behavioral**
- d. physiological

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1102) The most widely studied pattern in the stress-performance literature is the _____ relationship.

- a. self-efficacy
- b. reverse-inverted
- c. inverted U**
- d. double-loop

1103) An individual approach to reduce stress is:

- a. selection and placement.
- b. redesigning jobs.
- c. goal setting.
- d. relaxation training.**

1104) Organizationally supported programs that focus on the employee's total physical and mental condition are called:

- a. job redesign programs.
- b. wellness programs.**
- c. employee involvement programs.
- d. organizational development programs.

1105) What do wellness programs focus on?

- a. mental condition
- b. physical condition
- c. both mental and physical condition**
- d. stress reduction

1106) Which one of the following is not considered as a part of organizational output?

Finished goods

Services

Dividends

Capital

1107) Which of the following is not one of the types of attitude?

Job satisfaction

Job Involvement

Organizational Behavior page 29

Organizational commitment

1108) Which of the following is NOT included in the ways employees can express dissatisfaction?

Exit

Voice

Loyalty

Noise page31

1109) Which dimension of the Big Five model refers to be pleasant and accommodating in social situations?

Extroversion

Openness to experience

Emotional stability

Agreeableness

<http://en.wikipedia.org/wiki/Agreeableness>

1110) Which of the following is NOT a key component of emotional intelligence?

Self-awareness

Self-management

Commitment

Empathy

1111) What effect does stress typically have on mood?

Positive

Negative

Unbiased

No effect

1112) It is not possible for Mr. Asim to understand everything he sees, he notices a few of the things, we can say that he engages in:

Assimilating

Selective perception

Halo Effect

Target Perception

1113) The most well-known theory of motivation is Abraham Maslow's

Theories x and y

Hierarchy of needs

Goal setting theory

Equity theory

1114) Our intrinsic desire for personal development is included in Alderfer's _____ needs.

Existence

Relatedness

Esteem

Growth

http://books.google.com.pk/books?id=dF7G0yZ5lGgC&pg=PA179&lpg=PA179&dq=desire+for+personal+development+is+included+in+Alderfer's&source=bl&ots=pZ_ZQqsZL_&sig=U-NwXpU1gdqEmwg-9IFUevcxxxM&hl=en&ei=MOA-TI66LNDRccjP9dUE&sa=X&oi=book_result&ct=result&resnum=6&ved=0CCcQ6AEwBQ#v=onepage&q=intrinsic%20desire%20for%20personal%20development&f=false

1115) Which of the following is **NOT** an important issue relating to goal-setting theory?

Defining the goal

Goal difficulty

Goal specificity

Equity among co-workers

1116) What sort of plan is a company-established benefit plan where employees acquire stock as part of their benefits?

MBO program

Gain sharing plan

Employee stock ownership plan

Piece-rate plan

<http://en.wikipedia.org/wiki/Stock>

1117) What happens in the second stage of group development?

Close relationships are developed

The group demonstrates cohesiveness

Intra-group conflict often occurs Page no 80

The job task is performed

1118) Which of the following is one of the drawbacks of group decision making?

More knowledge through pooling of group resources

More amount of time is required to make a decision

Increased acceptance & commitment due to voice in decisions

Greater understanding due to involvement in decision stages

1119) Which of the following is traditionally followed by the formal channels of communication within an organization?

Authority chain page 96

Influence chain

Transmission chain

Social chain

1120) Clarification to employees about how well they are doing, and what can be done to improve performance, are examples of which function of communication?

<http://groups.google.com/group/vuzs>

www.vuzs.net

Information

Control

Motivation

Emotional expression

1121) The _____ network best serves to promote high member satisfaction.

Direct

Circle

Wheel

All-channel

Ref:

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT247&lpg=PT247&dq=network+is+best+if+you+are+concerned+with+high+member+satisfaction&source=bl&ots=JFetK0rVJY&sig=bRfCm92nSZse5_CxrHtrOzjkb-Y&hl=en&ei=ek8qTLyrMlrRce_s8JQD&sa=X&oi=book_result&ct=result&resnum=7&ved=0CDEQ6AEwBg#v=onepage&q=network%20is%20best%20if%20you%20are%20concerned%20with%20high%20member%20satisfaction&f=false

1122) A communication channel with greater channel richness is most likely to provide:

Greater feedback density

Greater filtering capability

Greater perceptual wellness

Larger amounts of information

1123) The study of organizational behavior is primarily concerned with all of the following dynamics in organizations EXCEPT:

Interpersonal

Behavioral

Astrology

Psychosocial

1124) How do proponents of reinforcement theory view behavior?

- As a product of heredity
- As a function of one's power need
- As the result of a cognitive process

As environmentally caused

<http://www.slideshare.net/gurdeep1211/ob-8-presentation>

1125) Which of the following is true for the people who adopt a thinking style based on logics and rationality?

They process information serially

- They perceive things as a whole
- They perceive things on the basis of past experiences
- Their decisions depend upon situation

1126) Sheraz wants to become a surgeon, not only because achieving this goal will give him self-respect and autonomy, but also because he wants a job with high status and recognition from others. Which of Maslow's needs is Sheraz trying to meet?

Self-actualization

Social

Esteem page 60

Safety

1127) Teams are very useful in which of the following situations?

The work to be performed is very basic

The tasks are interrelated

No one wants to be accountable

The group is homogeneous

Ref

http://books.google.com.pk/books?id=D9gETokeQxYC&pg=PA212&lpg=PA212&dq=Teams+are+very+useful+tasks+are+interrelated&source=bl&ots=gR0e1yQZrD&sig=kFNfFA17wclHDEgOVhoyUqbM_8&hl=en&ei=4yY3TO-jK4-

<http://groups.google.com/group/vuzs>

www.vuzs.net

[zrAeEmbiwAg&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBoQ6AEwAQ#v=onepage&q=Teams%20are%20very%20useful%20tasks%20are%20interrelated&f=false](http://books.google.com.pk/books?sa=X&oi=book_result&ct=result&resnum=2&ved=0CBoQ6AEwAQ#v=onepage&q=Teams%20are%20very%20useful%20tasks%20are%20interrelated&f=false)

1128) All of the following are studied in Organizational Behavior, **EXCEPT**

Human behaviors in organizations

International trade laws

Organizational culture

The relationship between people and organizations

1129) Which of the following behavior of an individual makes a positive contribution to an organization?

Motivational behavior

Performance behavior

Organizational citizenship

Perceptive contribution

Ref:

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA75&lpg=PA75&dq=behavior+of+an+individual+makes+a+positive+contribution+to+an+organization&source=bl&ots=TPoZ8mXe8X&sig=D3s9ASmOKDK0rrL1c_IDpt_b1wo&hl=en&ei=-Sc3TlyvJleCrAf_z8WvAg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=behavior%20of%20an%20individual%20makes%20a%20positive%20contribution%20to%20an%20organization&f=false

1130) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

Positive reinforcement page 22

Negative reinforcement

Punishment

Extinction

- 1131) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

Negative reinforcement

Punishment page 23

Extinction

Positive reinforcement

- 1132) The founder of TL Corporation has to face many difficulties while establishing his company even banks were not ready to grant loan. But he showed persistence and after four years he was able to generate finance by the mortgage of his own house. He was exhibiting which of the following personality trait of Big Five Personality Model?

Agreeableness

Emotional Stability

Conscientiousness

Extroversion

- 1133) Mr. Ahmed started his career as a clerk, now after 6 years of hard work he has earned the position of finance manager. He believes that all his success is because of his own hard work and devotion. Ahmed has:

Self-efficacy

Internal locus of control

Emotional intelligence

High self-esteem page 141

Ref:

Internal locus of control Attributing outcomes to one's own actions

- 1134) Which of the following is an example of positive emotions?

Anger

Sadness

Pride

Disgust

- 1135) Which one of the following set of skills is best representing the required competencies of managers?

Technical skills, human skills and conceptual skills page 9

Leading skills, motivational skills and human skills

Organizing skills, interpersonal skills and leading skills

Motivating skills, intrapersonal skills and conceptual skills

- 1136) The rational decision-making approach assumes that decision makers:

Have complete information

Are motivated by greed

Are often distracted by the environment

Are subjective

http://docs.google.com/viewer?a=v&q=cache:goySL2rVjvwJ:www.ccsenet.org/journal/index.php/ijbm/article/view/1492/1433+rational+decision-making+approach+assumes+that+decision+makes:Have+complete+information&hl=en&gl=pk&pid=bl&srcid=ADGEEShsjPubtX3ba1qrEgGlbIGt09AAJdM8lyP5n4HPmVc_hNHuHlrVfqBDtEIKgUW-XI51eUaliQvcmKE6MuTg36dz9hzJHJVcbrdMmYV2ZYnpcD4bJJPbni7cZC93JK7dzYjarU-&sig=AHIEtbTKwEQ28HMQTZnumKf7R1Hlx8Ad6g

- 1137) Mr. Ahmad is HR manager in an organization. He has ten employees who directly report to him. They are the part of which of the following group?

Command group

Task group

Friendship group

Interest group

Ref: A **command group** is a collection of subordinates who report to the same supervisor

1138) Which of the following is a structured approach to decision making that focuses on generating alternatives silently, prevents criticism of alternatives, and uses a voting process to identify group choices?

Devil's advocacy

The Delphi technique

Dialectical inquiry

The nominal group

Ref: The nominal group technique

“Process to generate ideas and evaluate solutions”

A form of structured group decision making that enables everyone to participate and have his/her ideas heard without hostile criticism or distortions.

A structured voting procedure is used to prioritize responses to the nominal question.

1139) Which of the following determines requirements of organization conversion process?

Machinery, computers and human skills page 13

Raw material and capital

Finished products and services

HR and information system

1140) Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

Memory

Number Aptitude

Deductive Reasoning

Perceptual speed

1141) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

Classical conditioning

Social learning

Operant conditioning

Reinforcement theory

1142) Advertisements are directed at changing a person's:

Attitude

Value

Ethics

Custom

1143) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

Moods

Behaviors

Values

Customs

<http://www.slideshare.net/rubayatppt/organizational-behavior-values-attitude-job-satisfaction>

1144) Which of the following statements is **NOT** true about the difference between men and women when it comes to emotional reactions?

Women show greater emotional expression

Men express emotions more intensely

Men express anger more frequently

Women may have a greater need for social approval

Ref: Page 40

1145) Which of the following is **NOT** an important issue relating to goal-setting theory?

<http://groups.google.com/group/vuzs>

www.vuzs.net

Defining the goal

Goal difficulty

Goal specificity

Equity among co-workers

1146) Which of the following is **NOT** a comparison an employee can use in equity theory?

Self-inside

Self-goal

Other-outside

Self-outside

<http://webcache.googleusercontent.com/search?q=cache:Bgl0NWWbn2QJ:www.slideshare.net/gurdeep1211/ob-8-presentation+equity+theory+Self-inside+Self-goal+Other-outside+Self-outside&hl=en&gl=pk&strip=1>

1147) Two-factor theory suggests that dissatisfaction is caused by extrinsic factors. Which of the following is an example of such a factor?

Advancement

Working condition

Achievement

Recognition

1148) Which of the following is a direct monetary incentive given by the organizations to its employees?

Promotion

Gain sharing

Flexible work hours

Appreciation certificate

1149) When the group energy is focused on the task at hand, the group has moved to the _____ stage.

Storming

Norming

Maturation

Performing

http://books.google.com.pk/books?id=pBONJXoZ4fIC&pg=PA22&lpg=PA22&dq=When+the+group+energy+is+focused+on+the+task+at+hand,+the+group+has+moved+to+the+performing+stage&source=bl&ots=ZZ0sAK3f18&sig=1TQXGydaq9laKycm1pWpehwdQDMU&hl=en&ei=Xls3TK2UPJCgkQXLkY2cAw&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBgQ6AEwAQ#v=onepage&q=During%20this%20stage%2C%20the%20group%20turns%20its%20focus%20to%20accomplishing%20the%20task%20at%20hand&f=false

1150) Which of the following statement best defines leadership?

Implementing the strategy provided by management

Least concerned in bringing organizational change

Coordinating and handling day-to-day problems

The ability to influence a group in goal achievement page 102

1151) According to the Ohio State studies, the extent to which a leader's behavior is directed toward getting the job done is called:

Initiating structure

Consideration

Maximization

Path-goal

http://changingminds.org/disciplines/leadership/actions/ohio_state.htm

1152) According to the University of Michigan studies, which of the following is used to define a leader who takes personal interest in the needs of his/her subordinates?

Situation-oriented

Employee-oriented page 107

Production- oriented

Task-oriented

1153) Suggestion boxes, employee attitude surveys, and grievance procedures are examples of:

Downward communication

Horizontal communication

Upward communication

Lateral communication

http://en.wikipedia.org/wiki/Upward_communication

1154) Which of the following is the most effective communication network for facilitating the emergence of a leader?

Chain

All-channel

Wheel

Direct

<http://webcache.googleusercontent.com/search?q=cache:WFwK9yg6zbwJ:www.docuter.com/viewer.asp%3Fdocument%3D977118913497f05a152c011233061281%26ch7+Which+of+the+following+is+the+most+effective+communication+network+for+facilitating+the+emergence+of+a+leader%3F+Chain+All-channel+Wheel+Direct&hl=en&gl=pk&strip=1>

1155) Asad telephones his employee, Usman, to let him know that today's meeting has been moved to one o'clock. In the communication process, Asad is:

The sender

The receiver

The channel

The encoder

1156) Which one of the following statement is **NOT** true regarding the relationship between age and job performance?

Older workers bring to their job: experience, judgment and strong work ethics

Older workers have more commitment to quality

Older workers are perceived as flexible and welcome new technologies

Older workers are perceived as lacking flexibility and resistant to new technologies

1157) Following a response by the termination or withdrawal of something unpleasant is called _____.

Positive reinforcement

Extinction

Negative reinforcement

Punishment

[http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT70&lpg=PT70&dq=Following+a+response+by+the+termination+or+withdra
wal+of+something+unpleasant+is+called&source=bl&ots=9vx0lgK_3G&sig=X0bW89il4Af
fO015AqPNdQsU5Pc&hl=en&ei=TmE3TJTgBcuLkAXJu5TMAw&sa=X&oi=book_result&ct=r
esult&resnum=2&ved=0CBwQ6AEwAQ#v=onepage&q=Following%20a%20response%20
by%20the%20termination%20or%20withdrawal%20of%20something%20unpleasant%20is
%20called&f=false](http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT70&lpg=PT70&dq=Following+a+response+by+the+termination+or+withdra+wal+of+something+unpleasant+is+called&source=bl&ots=9vx0lgK_3G&sig=X0bW89il4AfO015AqPNdQsU5Pc&hl=en&ei=TmE3TJTgBcuLkAXJu5TMAw&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBwQ6AEwAQ#v=onepage&q=Following%20a%20response%20by%20the%20termination%20or%20withdrawal%20of%20something%20unpleasant%20is%20called&f=false)

1158) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt pagr 39

Displayed

Conditional

Exposed

1159) Which of the following is least accurate about Ohio-State Study?

High-high styles sometimes had negative relationship

High-high leaders generally had superior subordinate performance

High initiating structure is positively related to grievances

High consideration is positively related to manager's evaluation

1160) Organizations that do not pay attention to diversity may face all of the following problems, **Except:**

Lower productivity

Increased tensions among workers

Decreased turnover

Increased complaints

1161) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

Positive reinforcement

Negative reinforcement

Punishment

Extinction

1162) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

Negative reinforcement

Punishment

Extinction

Positive reinforcement

1163) Action of a person consistent with one's personal values and the commonly held values of the organization and society is called which of the following behavior?

Legal behavior

Ethical behavior

Cognitive behavior

Loyal behavior

1164) Which of the following component of an attitude includes beliefs, opinions and information that a person has about the object he observed?

Affective

Behavioral

Cognitive

Terminal

1165) The founder of TL Corporation has to face many difficulties while establishing his company even banks were not ready to grant loan. But he showed persistence and after four years he was able to generate finance by the mortgage of his own house. He was exhibiting which of the following personality trait of Big Five Personality Model?

Agreeableness

Emotional Stability

Conscientiousness

Extroversion

1166) Which of the following is an example of positive emotions?

Anger

Sadness

Pride

Disgust

1167) Which of the following is the study of social system such as families, occupational classes and organizations ?

Psychology

Sociology

Anthropology

Social Psychology

1168) In an interview, the interviewer's first impression of the interviewee (or target) is likely to be based upon:

Nonverbal cues of the target

Verbal communication by the target

The intentions of the target

The target's physical appearance

1169) The rational decision-making approach assumes that decision makers:

Have complete information

Are motivated by greed

Are often distracted by the environment

Are subjective

1170) In decision making process when managers define their limits and make their decision within the limits, it is called:

Bounded rationality

Optimal decision making

Intuitive decision making

Rational decision making

1171) People with which of the following decision making style work well with others and enjoy social interactions?

Behavioral

Directive

Analytical

Conceptual

1172) Mr. Zia is directly involved in the production of the automobiles. He is facing low motivation due to repetitive tasks. His manager changes his responsibilities and now he has to perform different tasks. His motivation has increased because of which of the following strategy?

Job enrichment

Job enlargement

Job sharing

Job rotation

1173) All of the following are examples of downward communication flow **EXCEPT**:

Managers informing employees of procedures

Managers pointing out problems that need attention

Employees completing attitude surveys

Managers telling employees to work more quickly

1174) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show.

Felt

Displayed
Conditional
Exposed

Ref: Felt emotions are an individual's actual emotions

Page 39

1175) Which of the following statements is NOT true regarding face-to-face communication?

It is highly personal
It has high channel richness
It usually results in delayed feedback
It offers multiple information cues

1176) All of the following are examples of downward communication flows EXCEPT:

Managers informing employees of procedures
Managers pointing out problems that need attention
Employees completing attitude surveys
Managers telling employees to work more quickly

1177) A leader high in initiating structure would do which of the following?

Exhibit laissez-faire type of leadership
Maximize leader-member relations
Assign group members to particular tasks
Empower employees to make their own decisions

Ref: The leader high in initiating structure could be described as someone who "assigns group members to particular tasks," "expects workers to maintain definite standards of performance," and "emphasizes the meeting of deadlines."

1178) Teams are very useful in which of the following situations:

The work to be performed is very basic

The tasks are interrelated page 77

No one wants to be accountable

The group is homogeneous

1179) Which of the following is true about virtual teams?

There is an absence of verbal cues

There is limited social context

People collaborate online

All of the given options

Ref:

The three primary factors that differentiate virtual teams

- a. The absence of Para-verbal and nonverbal cues. These help clarify communication by providing increased meaning, but aren't available in online interactions.
- b. Limited social context. Virtual teams often suffer from less social rapport and less direct interaction among members.
- c. The ability to overcome time and space constraints. Virtual teams allow people to work together who might otherwise never be able to collaborate.

1180) Team members with good listening, feedback, and conflict resolution skills possess _____.

Technical expertise

Problem-solving skills

Decision-making skill

Interpersonal skills

Ref: Good listening, feedback, conflict resolution, and other interpersonal skills

Page 85

1181) Which of the following is NOT one of the key components of effective teams?

Effective work design

Recognized company identity

Supportive contextual influences

Well-managed team processes

1182) After which stage of a group's development is there a relatively clear hierarchy of leadership within the group?

Norming

Storming

Development

Forming

Ref: <http://www.authorpick.net/group-definition-and-role/>

1183) Which of the following statements is true?

All command groups are also task groups Page 79

All task groups are also friendship groups

All command groups are also informal groups

All informal groups are also command groups

1184) In which of the following situation Synergy is most likely to occur?

The activities of all group members are fully dependent on one another

The performance of one member of a group affects what other members do

Group members must perform specific behaviors in a predetermined order

Group members acting together produce more or better output than alone

Ref:

Synergy is a biological term referring to an action of two or more substances that result in an effect that is more than the mere summation of the individual substances; the whole is more than the sum of its parts ($2 + 2 = 5$).

- 1185) Which one of the following groups may want government to direct more attention to environmental problems?

Interest group page 79

Command group
Formal group
Task group

- 1186) Which of the following is a job that does not lend itself to telecommuting?

An attorney who spends most of her time researching on the computer

A car salesman who demonstrates the features of a new model of car

A telemarketer who uses the phone to contact clients

A product support specialist who fields calls from customers

Ref:

Telecommuting Doing work that is generally performed in the office away from the office using different information technologies

- 1187) Which of the following is an example of a piece-rate plan?

Stock options

Rs20 for each unit produced page 72

Productivity bonus

Commission

1188) What sort of goals does Management By Objectives (MBO) emphasize?

Attainable, verifiable and measurable page 71

Achievable, controllable and profitable

Inspirational, teachable and creative

Challenging, emotional and constructive

Reference:

Management by objectives emphasizes participatively set goals that are tangible, verifiable, and measurable.

1189) Which of the following is NOT a biographical characteristic?

Region

Age

Sex

Tenure

Reference: Page 16

Age

- Gender
- Marital status
- Length of service, etc.

1190) What is the largest demographic change in the last few years in Pakistani workforce?

Increasing ethnic diversity

A fall in married workers

Increasing age of workers

More women in the workforce

Reference:

Page 20

1191) Which one of the following would be considered a motivator in the two-factor theory?

Salary

Working conditions

Bonuses

Responsibility

http://en.wikipedia.org/wiki/Two-factor_theory#Validity_and_criticisms

1192) Which of the following method is used for strengthening desirable behavior?

Negative Reinforcement

Neutral Reinforcement

Pleasant Reinforcement

Positive Reinforcement

http://books.google.com.pk/books?id=PLxl0xTMCEoC&pg=PA69&lpg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEyZ9&sig=fWWumAP1EN1imnCl-vthDThJoIM&hl=en&ei=Pdk4TICSNoXCrAeE0d2DCQ&sa=X&oi=book_result&ct=result&resnum=3&ved=0CB0Q6AEwAg#v=onepage&q&f=false

1193) What is generally considered to be the single best thing that managers can do to improve performance?

Allocate tasks depending on personality

Restrict the use of punishment as a means of motivating workers

Give abundant opportunities for employee growth

Concentrate on intrinsic rewards rather than extrinsic rewards

1194) Which of the following is NOT an important issue relating to goal-setting theory?

Defining the goal

Goal difficulty

Goal specificity

Equity among co-workers

Reference:

Page 64

1195) According to Maslow, when does a need stop motivating?

When it is substantially satisfied

It never stops motivating

When one returns to a lower level need

When one chooses to move to a higher level need

Page 60

1196) If a person responds the same way over time, attribution theory states that the behavior shows _____.

Distinctiveness

Consensus

Consistency

Continuity

Reference:

Consistency: Responds in the same way over time

Page 48

1197) Asif is late for work each day by about ten minutes. How would Attribution Theory describe this behavior?

It shows consensus

It shows similarity

It shows reliability

It shows consistency page 48

1198) According to attribution theory, which of the following is an internally caused behavior?

Working late in order to get a promotion page 48

Arriving at work late because heavy traffic

Working weekends because of your employer's orders

Depending on luck for success

1199) What is the name of the theory that deals with how we explain the cause of behaviors of others?

Judgment Theory

Selective Perception Theory

Attribution Theory

Equality Theory

Ref:

Attribution theory describes how people explain the causes of their own and other people's behavior.

1200) Which of the following is NOT an ethic in decision making?

Utilitarianism

Focus on right

Focus on justice

Favoritism Page 56

1201) Which of the following decision making style shows low tolerance for ambiguity and seeks rationality?

Directive page 54

Analytical
Conceptual
Behavioral

1202) According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

Bounded Rational Page 53

Three Component Model
Contingency
Rational

1203) Asma is experiencing conveyance problem for her college pick and drop. She decides to use the rational decision-making model to decide what to do. What might be the next step she takes if she follows this model?

Define the problem

Identify the decisions criteria

Evaluate other available alternatives
Select the best alternative

<http://www.decision-making-confidence.com/rational-decision-making-models.html>

The Six-Step Rational Decision-Making Model

1. Define the problem.
2. Identify decision criteria
3. Weight the criteria
4. Generate alternatives

5. Rate each alternative on each criterion

6. Compute the optimal decision

1204) Which of the following is the dimension of emotional intelligence that describes the ability to manage your own emotions and impulses?

Self-awareness

Self-management page 41

Commitment

Social-skills

Reference:

Self-management. The ability to manage one's own emotions and impulses.

1205) The Big Five model is related to _____

Perception

Personality Page 34

Experience

Culture

1206) Which of the following are defined as accepted principles or standards of a person or a group?

Traditions

Norms

Attitudes

Values Page 25

<http://www.thefreedictionary.com/value>

Values are the moral principles and beliefs or accepted standards of a person or social group

1207) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving, He expresses his dissatisfaction in which of the following ways:

<http://groups.google.com/group/vuzs>

www.vuzs.net

Exit

Voice pae 32

Loyalty

Neglect

Reference:

Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

1208) Rabia is working in a software house. She is a very hard working, motivated to achieve organizational goals and due to her attachment with the organization she wishes to continue her job with the same organization. Her behavior is showing:

Job involvemen Page 29

Job satisfaction

Job commitment

Job enrichment

1209) Which of the following is defined as a way of looking at life; a way of thinking, feeling or behaving?

Value

Attitude

Behavior

Mood

Ref: <http://www.career-success-for-newbies.com/define-your-attitude.html>

1210) Learning theories include all of the following EXCEPT:

Classical conditioning

Social learning

Operant conditioning

Contingency theory

Ref: Contingency theory is a leadership theory

1211) Which of the following is not considered as a characteristic of organizations?

Social entities

Goal oriented

Closed system page 12

Deliberately structured

Reference:

Organizations are:

Social entities

Goal oriented

Deliberately structured

Linked to the external environment

1212) Which one of the following set of skills is best representing the required competencies of managers?

Technical skills, human skills and conceptual skills Page 9

Leading skills and motivational skills

Organizing skills and interpersonal skills

Motivating skills and intrapersonal skills

1213) Management functions of planning, organizing, leading and controlling were first classified by_____.

Stephen Covey

Henry Mintzeberg

Henri Fayol

Marry Parker

Reference:

Frenchman Henri Fayol considers management to consist of seven functions:

- 1.planning
- 2.organizing
- 3.leading
- 4.coordinating
- 5.controlling
- 6.staffing
- 7.motivating

1214) _____ is the study of societies to learn about human beings and their activities.

Sociology

Anthropology

Social work

Social psychology

Anthropology is the study of societies to learn about human beings and their activities.

Anthropologists work on cultures and environments

1215) Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?

Culture shock

Foreign culture

Alien culture

Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country

1216) Two people see the same thing at the same time yet interpret it differently. Who is responsible for this difference?

The perceiver

The timing

The context

The situation

1217) Which of the following statements is **NOT** an example of stereotyping?

There is no need to offer child-care to him; men aren't interested in child care

Don't hire an older worker; they can't learn new skills

She was good at her last job, so she will be good at this one

She won't relocate for a promotion, since women don't relocate

1218) Which of the following are all forms of variable-pay programs?

Wage incentive plans, flextime, piece-rate

Piece-rate, wage incentive plans, gain sharing

Profit-sharing, lump-sum bonuses, extended vacations

Retirement benefits, extended vacations, flextime

Pay and Motivation

1. Variable Pay Programs can take the form of piece-rate plans, wage incentives, profit sharing, bonuses, and gain-sharing.

2. A portion of an employee's pay is based on some individual and/or organizational measure of performance. Unlike more traditional base-pay programs, variable pay is not an annuity—there is no guarantee.

1219) What sort of plan is a company-established benefit plan where employees acquire stock as part of their benefits?

MBO program

Gain sharing plan

Employee stock ownership plan

Piece-rate plan

<http://en.wikipedia.org/wiki/Stock>

1220) Which of the following is likely to generate the least innovative alternatives?

Face-to-face interacting groups

Brainstorming

Delphi technique

Nominal group technique

1221) According to John Kotter, leaders establish direction by:

<http://groups.google.com/group/vuzs>

www.vuzs.net

Developing a vision of the future
Inspiring people to overcome hurdles
Aligning people by communicating their vision

All of the given options

John Kotter feels that management is about coping with complexity.

• Leaders establish direction by developing a vision of the future; then they align people by communicating this vision and inspiring them to overcome hurdles.

1222) According to the Ohio State studies, which of the following is the extent to which a leader is likely to have job relationships characterized by mutual trust and respect for his/her employees?

Consideration

Initiating structure

Consensus-building

Maximization

Consideration is described as “the extent to which a person is likely to have job relationships that are characterized by mutual trust, respect for employees’ ideas, and regard for their feelings.”

Initiating structure refers to the extent to which a leader is likely to define and structure his/her role and those of employees in the search for goal attainment

1223) Which of the following are the two dimensions of leadership behavior identified in the University of Michigan studies?

Emotional and rational

Autocratic and democratic

Initiating structure and consideration

Employee-oriented and production-oriented

Researchers at the University of Michigan identified two behaviors corresponding to consideration and initiating structure: employee-oriented and job-centered behaviors. An approach to organizational change, called the Managerial Grid, makes managers effective leaders by focusing how much they show concern for people and production. The Hersey and Blanchard model focuses on consideration and initiating structure behaviors

1224) Rabia writes a memo to his employees. Putting her thoughts onto paper is an example of:

Encoding

Communicating

Messaging

Channeling

Encoding

“Translating the message into symbols or language that the receiver can understand”

1225) Which of the following statements is **NOT** true regarding face-to-face communication?

It is highly personal

It has high channel richness

It usually results in delayed feedback

It offers multiple information cues

1226) A _____ is a senior employee who guides and supports a less-experienced employee.

Facilitator

Leader

Coach

Mentor

<http://www.hrmbusiness.com/2009/01/two-cost-effective-ways-of-training-and.html>

Simply stated, **mentoring** is a process in which a more experienced person supports and aids a less experienced person in his/her professional or personal development.

1227) The path-goal theory was developed by _____.

Robert House

Fred Fiedler

Blake and Mouton

Vroom and Yetton

One of the most respected approaches to leadership is the *path-goal* theory developed by Robert House.

1228) Which of the following is **NOT** a dimension of trust?

Integrity

Competence

Loyalty

Determination

The key dimensions that underlie the concept of trust are integrity, competence, consistency, loyalty, and openness.

Five Dimensions of Trust

- Integrity (honesty and truthfulness)
- Competence (technical/interpersonal)
- Consistency (reliability, predictability and good judgment in handling situations)
- Loyalty (willingness to protect and save face for a person)
- Openness (willingness to share ideas and information freely)

1229) Which of the following is a feeling of devotion, duty, or attachment to somebody or something?

- Integrity
- Consistency
- Loyalty**
- Reliability

<http://rivercitykarate.com/Definitions.htm>

Feeling of duty: a feeling of devotion, duty, or attachment to somebody or something

1230) Trust and trustworthiness affect a leader's access to:

- Dedication and achievement
- Persuasion and control
- Power and influence

Knowledge and cooperation

Trust and Leadership

1. Trust is a primary attribute associated with leadership. When trust is broken, it can have serious adverse effects on a group's performance.
2. It is evident that it is impossible to lead people who do not trust you. Trust and trustworthiness modulate the leader's access to knowledge and cooperation.

1231) Power can be defined as:

The ability to influence the behavior of others

- The right to influence the behavior of others
- The actualization of the dependency of others
- Downward influence on one's followers

Power - the ability to influence another person

1232) One reacts to _____ power out of fear of the negative consequences if one fails to comply.

- Legitimate
- Coercive**
- Punitive
- Referent

Coercive power depends on fear One reacts to this type of power out of fear of the negative results that might occur if one fails to comply

<http://personal.ashland.edu/csavage/Power%20and%20Politics.ppt>

<http://groups.google.com/group/vuzs>

www.vuzs.net

1233) Which of the following is least likely to create dependency?

- Scarcity of resources
- Non substitutability
- Power legitimacy

Supply and demand

1234) Activities that influence the distribution of advantages and disadvantages within an organization are known as:

- Human resources
- Political behaviors**
- Influential power moves
- Interactive initiatives

<http://webcache.googleusercontent.com/search?q=cache:2XEauZcrEUgJ:www.busi.mun.ca/jaya/2301/OB7F03.ppt+Activities+that+influence+the+distribution+of+advantages+and+disadvantages+within+an+organization+are+known+as&cd=2&hl=en&ct=clnk&gl=pk>

1235) Which of the following is **NOT** considered one of the potential sources of conflict?

- Too much communication
- Value similarities**
- Too little communication
- Jurisdictional ambiguity

1236) The focus of relationships in distributive bargaining is:

- Accommodation
- The long term
- The short term**
- Lose-lose

Distributive bargaining can resolve disputes but it often negatively affects one or more negotiators' satisfaction because it is focused on the short term and because it is confrontational. Integrative bargaining, in contrast, tends to provide outcomes that satisfy all parties and that build lasting relationships.

1237) Which one of the following dichotomies of organizational structure specifically defines where decisions are made?

- Complexity/simplicity
- Specialization/enlargement
- Formalization/in formalization
- Centralization/decentralization**

1238) Which of the following organizational design superimposes product or project based design on existing function-based design?

Matrix Structure

Functional Structure

Divisional Structure

Holding structure

Matrix Structure

It combines two forms of departmentalization--functional and product:

- The strength of functional departmentalization—putting like specialists together and the pooling and sharing of specialized resources across products

1239) A bureaucracy is characterized by all of the following **EXCEPT**:

Highly routine operating tasks

Formalized rules and regulations

Decentralized decision making

High work Specialization

1240) How do most employees react to job enlargement efforts?

Unqualified approval

Somewhat enthusiastically

With a lack

The reaction tends to be mixed

1241) Which one of the following can impact international business operations by its affect on business hours, holidays, and days of rest?

Paralanguage

Communication barriers

Religion

Cultural knowledge

Essential elements of TQM include all **EXCEPT**:

Analysis of customer quality needs

Benchmarking

Rewarding

Standards

Essential Elements of TQM

- A supportive organizational culture
- Management commitment and leadership
- Provide a sense of direction
- Analysis of customer quality needs
- Benchmarking
- Standards
- Strategies to close quality gaps
- Training
- Quality teams
- Progress monitoring and measurement
- Exceeding customer expectations

Rewarding is part of Performance Management

1242) Focusing on controlling or eliminating stressors that might provoke the stress response is called:

Managing stress

Stress Prevention

Job stress

Stress management

Ref: Stress Prevention: Focusing on controlling or eliminating stressors that might provoke the stress response

1243) The individual or group who undertakes the task of introducing and managing a change in organization is called:

Negotiator

Communicator

Change Agent

Spokesperson

Ref: Change agent - the individual or group who undertakes the task of introducing and managing a change in an organization

1244) All of the following are advantages of internal change agents **EXCEPT:**

Better Knowledge of the organization

Available more quickly

May be close to the problem

Requires higher out of pocket costs

Ref: Advantage of Internal Change Agents is Lower out-of-pocket costs

1245) Ali is working as a Finance Officer in a private limited company. His boss periodically observes his work on specific parts of his job and writes down using specific behavioral descriptions, what he sees him doing. The boss is using which one of the following appraisal technique?

Critical incident methods

- Written essays
- Graphic rating scale
- Paired comparison

Ref: <http://en.wikipedia.org/wiki/Procedure>

The **Critical Incident Technique** (or **CIT**) is a set of **procedures** used for collecting direct observations of **human behavior** that have critical significance and meet methodically defined criteria.

1246) Most important elements in managing culture include all EXCEPT:
 What leaders pay attention to
 How leaders react to crises
 How leaders behave

What leaders think about work

1247) Which of the following are indicators of a strong organizational culture?
 Weak managers
 Narrowly defined roles

Widely shared values

High levels of dissention

Ref: strong cultures: The organization's core values are both intensely held and widely shared.

1248) Consistency of behavior is an asset to an organization when it faces which of the following?

- Massive changes
- A dynamic environment
- An unknown environment

A stable environment

Ref: So consistency of behavior is an asset to an organization when it faces a stable environment

1249) Which of the following is **NOT** a means of transmitting culture within an organization?

- Stories
- Rituals
- Language

Therapy

1250) Which of the following is **NOT** a source of individual resistance to change?
 a. habit

- b. security
- c. fear of the unknown

d. inertia

Five reasons why individuals may resist change are

- 1. Habit:** Life is complex, to cope with having to make hundreds of decisions everyday, we all rely on habits or programmed responses.
- 2. Security:** *People with a high need for security are likely to resist change because it threatens their feelings of safety.*
- 3. Economic factors:** *Another source of individual resistance is concern that changes will lower one's income.*
- 4. Fear of the unknown:** *Changes substitute ambiguity and uncertainty for the known.*
- 5. Selective information processing:** Individuals shape their world through their perceptions. Once they have created this world, it resists change

1251) Which one of the following is not listed as a tactic for dealing with resistance to change?

Acceleration page 182

- Manipulation
- Participation
- Education

1252) In practice, organizations use interviews for which of the following reason?

To determine applicant-organization fit

- Solely to assess specific, job relevant skills
- To assess a candidate's credit history
- To manipulate an applicant's image of the company

1253) Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?

Culture shock page 14

- Foreign culture
- Alien culture
- Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country.

1254) Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

Memory

Number Aptitude
Deductive Reasoning
Perceptual speed

1255) Following a response by the termination or withdrawal of something unpleasant is called-----.

Positive reinforcement
Extinction

Negative reinforcement

Punishment

Ref: The withdrawal of negative consequences to increase the likelihood of repeating the desired behavior in similar settings.

1256) Which of the following statement is true regarding “perceiver”?

The person making interpretations

The person making accurate judgments
The person handling problems
The person appointed to transmit information

Ref: The perceiver’s knowledge base is organized into schemas, abstract knowledge structures stored in memory that allow people to organize and interpret information about a given target of perception.

1257) Which of the following statement **best** describes “motivation”?

Results in a level of efforts put by a group
Intensifies an individual’s efforts from others
Guides an individual’s efforts towards a goal page 59
Meets an individual’s needs, wants and demands

Ref: **Motivation**

“A state of mind, desire, energy or interest that translates into action”

or

“The inner drive that directs a person’s behavior toward goals

1258) Which of the following is likely to decrease as a worker grows older?

Productivity
Likelihood of quitting
Work ethic

Absenteeism page 18

Ref: • There is a negative relationship between tenure to absence.

1259) Individual decisions are generally preferable to group decisions when which of the following is required?

Speed

Creativity

Acceptance

Quality

1260) If trait theories of leadership are valid, then leaders are _____.

Educated

Trained

Born page 106

Authoritarian

Ref • Trait theories assumption: Leadership is basically inborn, therefore we could select the right leaders.
behaviors.

1261) If Ali is apprehensive regarding oral communication, which of the following behaviors is he least likely to display?

He prefers to talk on the phone

He prefers to send emails

He relies on memos or letters

He avoids face-to-face communication

1262) Asad telephones his employee, Usman, to let him know that today's meeting has been moved to one o'clock. In the communication process, Asad is:

The sender

The receiver

The channel

The encoder

Ref: The information the sender needs or wants to share with other people. Effective messages are clear and complete

1263) The path-goal theory was developed by _____.

Robert House

Fred Fiedler

Blake and Mouton

Vroom and Yetton

Ref: One of the most respected approaches to leadership is the path-goal theory developed by Robert House.

1264) Sumeera has been working in a packaging company for last ten years. She is the most senior employee of her department that's why her manager frequently relies on her judgment. Whenever manager goes out of city for work, he put Sumeera in charge because he knows she will handle work efficiently in his absence. What type of trust relationship is this?

Reward-based trust

Knowledge-based trust

Identification-based trust

Deterrence-based trust

Ref: • Knowledge-based trust

- Trust based on the behavioral predictability that comes from a history of interaction

1265) Computer specialist, tax accountants, economists and industrial psychologists possess which of the following power?

Referent

Information

Formal

Expert page 115

Ref: *Expert Power:*

- *Expert power* is "influence wielded as a result of expertise, special skill, or knowledge."

1266) Leaders achieve goals, and power is:

A goal in and of itself

Usually used by poor leaders

A means of achieving goals page 115

A strong influence on leaders' goals

Ref: Leaders achieve goals, and power is a means of facilitating their achievement.

1267) Which of the following is least likely to create dependency?

Scarcity of resources

Non substitutability

Power legitimacy

Supply and demand

1268) Dependency is decreased when the resource you control is:

Scarce

Important
Insufficient

Easily replaced

1269) Which of the following is a form of illegitimate political behavior?

Forming coalition

Symbolic protests

Complaining to supervisors

Bypassing the chain of command

1270) Which bargaining strategy is preferable for use in intra-organizational behavior?

Positive negotiation

Distributive bargaining

Integrative bargaining page 132

Equal bargaining

Ref: In terms of intra-organizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining.

1271) Ali wants to buy a motor bike. He goes to the showroom and sees different models of bikes. He likes one of them very much and wants to purchase it. He asks the price from dealer which is more than his range. Both of them then negotiate over price. This is an example of:

BATNA

Distributive negotiation page 132

Integrative negotiation

Third party negotiation

Ref: *Distributive bargaining*

- An example of distributive bargaining is buying a car:
 - a. You go out to see the car. It is great and you want it.
 - b. The owner tells you the asking price. You do not want to pay that much.
 - c. The two of you then negotiate over the price.

1272) The focus of relationships in distributive bargaining is:

Accommodation

The long term

The short term

Lose-lose

Ref: Distributive bargaining can resolve disputes, but it often negatively affects one or more negotiators' satisfaction because it is focused on the short term.

1273) Which of the following statements is true pertaining to the role of personality traits in negotiations?

<http://groups.google.com/group/vuzs>

www.vuzs.net

Charming personalities quickly resolve the conflicts

Competent individuals make excellent negotiations

Extroverts are less effective negotiators than introverts

Internal locus of control people are better negotiators

1274) Which of the following is a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures?

Decision making

Groupthink

Brainstorming

Group polarization

Ref: **Groupthink** - a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures

1275) Which of the following is right about the encoding step in the communication process?

It is not necessary for verbal communication

It is difficult for receiver to understand

It involves converting the idea into message

It follows the transmission of the message to receiver

1276) Which of the following terms involves the use of power and influence tactics for personal benefit ?

Political seasoning

Coalition formation

Legitimate authority

Organizational politics

Ref: **Organizational politics involves the use of power and influence for personal gain.**

[http://highered.mcgraw-](http://highered.mcgraw-hill.com/sites/0073659088/student_view0/chapter8/learning_objectives.html)

[hill.com/sites/0073659088/student_view0/chapter8/learning_objectives.html](http://highered.mcgraw-hill.com/sites/0073659088/student_view0/chapter8/learning_objectives.html)

1277) To achieve a compromise approach, one needs to_____.

Avoid overt disagreement

Value openness and trust

Dominate the other conflicting party

Give up something of value page 126

Ref: When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome

1278) If you have a narrow span of control, you have which of the following type of a (n) organization?

- Efficient
- Short
- Tall**
- Matrix

1279) Which of the following is **NOT** one of the strengths of the Matrix Structure?

- It facilitates coordination in complex activities
- It facilitates the efficient allocation of specialists
- It eliminates the duplication of resources

It minimizes ambiguity in reporting

1280) Setting Goals, establishing and communicating elements and standards is called:

- Planning**
- Developing
- Monitoring
- Leading

1281) ----- is a management strategy aimed at embedding awareness of quality in all organizational processes.

- Development
- Standards
- Benchmarking

TQM

Ref: http://en.wikipedia.org/wiki/Quality_management

1282) All of the following include behavioral symptoms of stress **EXCEPT**:

- Asthma**
- Bad moods
- Being irritable
- Defensiveness

Asthma is Long-term Physical Symptoms

1283) All of the following include Physical symptoms of stress **EXCEPT:**

Bad moods

Faster heart beat

Increased sweating

Cool skin

Bad mood is behavioral symptoms of stress

1284) When the people are asked to envision the organization in five years and to describe what is different is called:

Discovery

Dreaming

Design

Destiny

<http://www.citeman.com/4139-inter-group-development/>

1285) All of the following are operational activities of HR **EXCEPT** _____ which is a strategic activity.

Analyzing HR metrics and measurements

Recruiting and selecting employees

Responding to goals and objectives set by executives

Complying with laws, policies, and procedures

1286) A technical specialists working with a reputable organization is allowed to continue to contribute his expertise to the company without having to become manager. He makes recommendations in a wide range of business areas, participates in high level decisions, and acts as mentor to other employees. This situation is represented by which one of the following option?

Traditional career path

Network career path

Lateral skill path

Dual career path page 166

Dual-Career Path— A career-path method, that recognizes that technical specialists can and should be allowed to continue to contribute their expertise to a company without having to become managers.

1287) Which characteristic is **NOT** reflective of subcultures?

Includes core values of the organization page 171

Typically defined by department designations

Includes values shared only within the organization

Includes values unique to members of a department or group

A dominant culture expresses the core values that are shared by a majority

1288) Phrases such as “more cultural diversity,” “many new entrants with inadequate skills” are all examples of which force for change ?

Technology

World politics

Nature of the work force

Social trends

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT423&lpg=PT423&dq=Nature+of+the+workforce+More+cultural+diversity+Aging+population+Many+new+entrants+with+inadequate+skills&source=bl&ots=JFeuK0zXIV&sig=gxmswn0onhis-yd80vTIqlmKgLA&hl=en&ei=tbE5TleNEY6WrAeRzqG3CA&sa=X&oi=book_result&ct=resul&t&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

1289) If an organization used an insider as a change agent, as opposed to an outside consultant then which of the following is true?

The change would probably be more cautious

The change would probably be more drastic

The change would probably be more objective

The change would most likely be second order

Ref: change agents can offer a **more objective** perspective than insiders can
<http://webcache.googleusercontent.com/search?q=cache:-RybWk9FSBYJ:web.ed.ntnu.edu.tw/~minfei/OBch19.doc+If+an+organization+use+an+insider+as+a+change+agent,+as+opposed+to+an+outside+consultant+The+change+would+probably+be+more+objective&cd=16&hl=en&ct=clnk&gl=pk>

1290) Which of the following is the last step in job analysis process?

Select representative positions to be analyzed

Review relevant background information

Analyze the job by collecting data on job activities

Develop a job description and job specification

Steps in Job Analysis

Job Analysis process has following steps:

- a. Identify how the information will be used because that will determine what data will be collected and how it should be collected. Interviewing and position analysis questionnaire are some examples of data collection techniques.
- b. Review relevant background information, such as organization charts, process charts, and job descriptions.
- c. Select representative positions to analyze because there may be too many similar jobs to analyze, and it may not be necessary to analyze them all.
- d. Analyze the job by collecting data on job activities, required employee behaviors, working conditions, and human traits and abilities needed to perform the job.
- e. Review and verify the job analysis information with job incumbents to confirm that it is factually correct and complete.
- f. Develop a job description and job specification from the job analysis information.

1291) Which of the following is **NOT** a strategy to reduce social loafing?

Have group members evaluate each other's contributions

Keep work groups as small as possible

Make individual contributions or levels of performance in a group identifiable

Contributions of the group, not the individual, are most important

To reduce social loafing, group members must know that each individual's contributions will be evaluated. The more a person can evaluate individuals the less social loafing will happen in a group

1292) The lowest level positions require _____ skills but as you move up _____ skills are more required.

Conceptual, Technical

Technical, Conceptual

Human, Conceptual

Human, Technical

Line managers need Technical skill the most while top manager will need minimum. Top managers/CEO needs Conceptual type of skill the most.

1293) Mr. Hassan, Professor of Mathematics, when he starts teaching about a concept, he praise any answer that is close to the right answer. This is an example of which of the following learning theory?

Classical conditioning

Operant conditioning

Social learning

Contemporary theory

This describes the process of shaping the operant behavior of answering questions. In shaping you start by reinforcing anything that is close to the final response. Then you gradually require closer and closer approximations before giving a reinforcer. So this is an example of Operant conditioning.

1294) Which of the following can be considered a method of social learning?

Classroom

Workshop

TV commercial

Work Manual

<http://www.slideshare.net/wcfujita/observational-social-learning-theory>

1295) “Smoking is injurious to health”. This statement is an example of which one of the following components of attitude?

Cognitive page 28

Affective

Behavioral

Behavior intension

The belief that "discrimination is wrong" is a value statement. Such an opinion is the Cognitive component of an attitude. So above answer is almost same in nature. The belief that “discrimination is wrong” is a value statement and an example of the cognitive component of an attitude

1296) Asif is late for work each day by about ten minutes. How would Attribution Theory describe this behavior?

It shows consensus

It shows similarity

It shows reliability

It shows consistency page 48

1297) Which of the following statement **best** describes “motivation?”

<http://groups.google.com/group/vuuzs>

www.vuuzs.net

Results in a level of efforts put by a group
Results in a level of efforts put by a group
Intensifies an individual's efforts from others
Guides an individual's efforts towards a goal page 59
Meets an individual's needs, wants and demands

Ref: **Motivation**

"A state of mind, desire, energy or interest that translates into action"

or

"The inner drive that directs a person's behavior toward goals"

1298) What are the three key elements of motivation?

Interest, activity and reward
Awareness, effort and outcome
Stimulation, progress and achievement
Intensity, direction and persistence page 59

Key Elements of Motivation

Intensity

Direction

Persistence

1299) Hassan derives a great sense of belongingness, acceptance and friendship from his relationships with his extended family. Which of Maslow's needs is Hassan fulfilling through these relationships?

Self-actualization
Esteem

Social Page 60

Physiological

Maslow's Hierarchy of Needs

Social needs: affection, belongingness, acceptance, and friendship.

1300) Who developed ERG theory?

Mcclelland
Maslow

Alderfer page 61

Ouchi

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation.

1301) What continuum in the two-factor theory is made up of the hygiene factors?

No dissatisfaction to dissatisfaction

No dissatisfaction to satisfaction

Satisfaction to no satisfaction

Satisfaction to dissatisfaction

http://books.google.com.pk/books?id=F1c3wHNDF-wC&pg=PA391&lpg=PA391&dq=No+dissatisfaction+to+dissatisfaction&source=bl&ots=n22F8T5WyM&sig=pHgO63oA8xPOFvmPUFQS1F2ToTQ&hl=en&ei=Tdg5TN3zE4m2rAfSlS3CA&sa=X&oi=book_result&ct=result&resnum=9&ved=0CD0Q6AEwCA#v=onepage&q=%20No%20dissatisfaction%20to%20dissatisfaction&f=false

1302) All of the following are problem solving techniques EXCEPT:

Consensus

Brainstorming

Nominal Group Techniques

Synergy**Group Problem Solving Techniques**

- Consensus presenting opinions and gaining agreement to support a decision
- Brainstorming process to generate a quantity of ideas
- Nominal Group Technique process to generate ideas and evaluate solutions
- Delphi Technique process to generate ideas from physically dispersed experts
- Computer-Aided Decision Making

1303) Which of the following are the two dimensions of leader behavior explained in the Ohio State studies?

Initiating structure and consideration page 106

Employee-oriented and production-oriented

Concern for people and concern for production

Operant conditioning and classical conditioning

- They narrowed over a thousand dimensions into two dimensions—initiating structure and consideration

1304) According to the University of Michigan studies, which of the following is used to define a leader who takes personal interest in the needs of his/her subordinates?

Situation-oriented

Employee-oriented

Production- oriented

Task-oriented

Employee-oriented leaders emphasized interpersonal relations. They took a personal interest in the needs of their employees and accepted individual differences among members

1305) According to the Managerial Grid, managers perform **best** using which of the following styles?

9, 9

9, 1

1, 9

5, 5

<http://www.change.freeuk.com/learning/business/managegrid.html>

The grid itself suggests that management is best at a 9,9 co-ordinates, where both people and production concerns are fully addressed, but a question is whether this is always appropriate, either all the time or at different times.

1306) Which of the following is an example of downward communication flow?

Suggestion boxes

Discussing problem with boss

Feedback on job performance

Letters to your boss

1307) Suggestion boxes, employee attitude surveys, and grievance procedures are examples of:

Downward communication

Horizontal communication

Upward communication

Lateral communication

http://en.wikipedia.org/wiki/Upward_communication

1308) Asif is the manager of a petroleum company. He lets the employees know what is expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks. He observes which of the following leadership style?

Supportive

Participative

Directive

Achievement-oriented

http://books.google.com.pk/books?id=h1DOFzjrrQUC&pg=PA96&lpg=PA96&dq=lets+the+employees+know+what+is+expected+of+them,+schedules+work+to+be+done,+and+gives+specific+guidance+as+to+how+to+accomplish+tasks&source=bl&ots=JCxtcajYF&sig=W6fp5lwCO7Zy3aCHp-IHv5a3TY0&hl=en&ei=geY5TL2oE820rAfG6ti2CA&sa=X&oi=book_result&ct=result&resnum=3&ved=0CB4Q6AEwAg#v=onepage&q=lets%20the%20employees%20know%20what%20is%20expected%20of%20them%20schedules%20work%20to%20be%20done%20and%20gives%20specific%20guidance%20as%20to%20how%20to%20accomplish%20tasks&f=false

1309) Which of the following is NOT true of charismatic leaders?

<http://groups.google.com/group/vuzs>

www.vuzs.net

They have ability to articulate their vision

They have behavior that is unconventional

They are unwilling to take high personal risk

They have high self belief and exhibit determination

Charismatic Leadership”

Four characteristics of the charismatic leader have been identified. They *have a vision, are willing to take risks to achieve that vision, are sensitive follower needs, and exhibit behaviors that are out of the ordinary*

1310) Trust and trustworthiness affect a leader’s access to:

Dedication and achievement

Persuasion and control

Power and influence

Knowledge and cooperation

Trust and Leadership

1. Trust is a primary attribute associated with leadership. When trust is broken, it can have serious adverse effects on a group’s performance.
2. It is evident that it is impossible to lead people who do not trust you. Trust and trustworthiness modulate the leader’s access to knowledge and cooperation.

1311) The most fragile relationships are contained in which of the following types of trust?

Reward

Deterrence page 112

Knowledge

Identification

Deterrence-Based Trust:

- The most fragile relationships are contained in deterrence-based trust. One violation or inconsistency can destroy the relationship

1312) Naveed is relatively new employee and wants to make sure that he makes a good impression on his coworkers and supervisor. He agrees with the supervisor’s opinion most of the time and is always doing nice things for him. Naveed is attempting to use:

Political behavior
Defensive behavior
Fastidious behavior

Impression management page 120

1313) Which type of conflict will you experience among the multiple roles in your life, like role of a father and a manager?

Intergroup Conflict
Interpersonal Conflict

Interrole Conflict page 124

Intrarole Conflict

1314) In which stage of the conflict process does conflict become visible?

Illumination
Intentions
Behavior
Cognition

http://docs.google.com/viewer?a=v&q=cache:oiHv9uUBAhQJ:www.mehralborz.com/WebPages/OB/ch08/ref/OB_Ch08_FurtherRef_01.pdf+conflict+become+visible&hl=en&gl=pk&pid=bl&srcid=ADGEESHd2oD5HTtg-bL4FuJ8xp8yUwXyM5xA2Q76J3pZbiNZSt37fGQn0t7fZ2HLq7czPtz31K_7jCd7AChqNwg6k9LZ4j96YRe9xXIyLkmWPvx7HYrEn2kKJ4XgdGXcgk5EdsgT6GY&sig=AHIEtbRYsT-bZjkT5XGFVefgqOpCIKnopg

1315) Which bargaining strategy is preferable for use in intra-organizational behavior?

Positive negotiation
Distributive bargaining

Integrative bargaining page 132

Equal bargaining

Ref: In terms of intra-organizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining.

1316) The example of labor-management negotiations over wages exemplifies which of the following bargaining?

Integrative
Reflective

Distributive page 132

Restrictive

1317) Which of the following is **NOT** a conflict resolution technique?

- Creating super ordinate goals
- Appointing a devil's advocate**
- Exercising authoritative command
- Generating additional resources

Devil's advocacy Assigning someone the role of critic

1318) UNO wants to bring in a neutral third party who will facilitate a negotiated solution by using reasoning, persuasion, suggesting alternatives, and the like. This person is a(n):

Mediator page 128

- Arbitrator
- Conciliator
- Consultant

The third party acts as a *mediator*, taking a neutral stance and helping parties reconcile their differences.

1319) If you have a narrow span of control, you have which of the following type of a (n) organization?

- Efficient
- Short
- Tall**
- Matrix

1320) Which of the given options is the expansion of job content to include a wider variety of the tasks and to increase the workers' responsibility for checking quality and direction for the method?

Job enlargement

- Job rotation
- Job enrichment
- Job reengineering

Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities

1321) Seema is working with a pharmaceutical firm; as a means of balancing her work and family responsibilities she typically works a standard 40-hour week or only work 3 or 4 days of the week (i.e., putting in more than 8 hours but working fewer days). Which one of the following work schedule Seema is following?

Compressed work week

- Shorter work week
- Longer work week

Job sharing

<http://www.piercetrips.com/mc/page.do?sitePageId=44500>

A compressed work week, also known as a flex schedule, gives you the benefit of an extra day off by allowing you to finish your usual number of working hours in fewer days per pay period. Work four 10-hour days each week with one day off with a 4/40 schedule, or work 80 hours in nine days with an extra day off every other week

1322) Which one of the following is *NOT* an example of regional economic alliances?

European Union

Democratic Union of Hungarians

North American Free Trade Agreement

Caribbean Community

Regional economic alliances examples

- European Union (EU).
- North American Free Trade Agreement (NAFTA).
- Caribbean Community (CARICOM).
- Asia-Pacific Economic Co-operation Forum (APEC).

1323) Personal management skills such as attitudes and behaviors that drive one's potential for growth and team work skills is called _____.

Soft skills

Hard skills

Technical skills

None of the given options

<http://lordmitchelltraining.com/>

1324) All of the following include Physical symptoms of stress **EXCEPT:**

Bad moods

Faster heart beat

Increased sweating

Cool skin

Bad mood is behavioral symptoms of stress

1325) When the people are asked to envision the organization in five years and to describe what is different is called:

Discovery

Dreaming

Design

Destiny

<http://www.citeman.com/4139-inter-group-development/>

1326) Which one of the following involves lateral transfers that enable employees to work at different jobs?

Job enlargement

Job enrichment

Job rotation

Job enhancement

Job rotation and temporary assignments in other departments help people see another perspective. Promotions, transfers, and firings remove individuals from conflict situation.

1327) Job analysis can be used in performance review to identify or develop:

Goals and objectives

Performance standards

Evaluation criteria

All of the given options

http://books.google.com.pk/books?id=dkEyggW6JDMC&pg=PA131&lpg=PA131&dq=Performance+Review+Job+Analysis+can+be+used+in+performance+review+to+identify+or+develop:+goals+and+objectives+performance+standards+evaluation+criteria+length+of+probationary+periods+duties+to+be+evaluated&source=bl&ots=IcFZikkqFW&sig=eU22mRArLqa-iiZV9MxxGaHPjko&hl=en&ei=SCs6TMK6LNCUrAeyu6C3CA&sa=X&oi=book_result&ct=result&resnum=7&ved=0CDMQ6AEwBg#v=onepage&q&f=false

Performance Review

Job Analysis can be used in performance review to identify or develop:

- goals and objectives
- performance standards
- evaluation criteria
- length of probationary periods
- duties to be evaluated

1328) A technical specialists working with a reputable organization is allowed to continue to contribute his expertise to the company without having to become manager. He makes recommendations in a wide range of business areas, participates in high level decisions, and acts as mentor to other employees. This situation is represented by which one of the following option?

Traditional career path

Network career path

Lateral skill path

Dual career path page 166

Dual-Career Path— A career-path method, that recognizes that technical specialists can and should be allowed to continue to contribute their expertise to a company without having to become managers.

1329) The centerpiece of most diversity programs is:

- Money
- Employer commitment
- Training**
- Human resource personnel

1330) Which of the following statement is true regarding a dominant culture?

- The sum of an organization's subcultures
- Defined by the leader of an organization
- Synonymous with an organization's culture page 171**
- Likely to be a weak culture of an organization

- An organization's culture is its dominant culture.

1331) All of the following are examples of material symbols **EXCEPT**:

- Use of the company jet
- New employee orientations**
- Luxury cars for executives
- Private parking spots

1332) Responding to changes in external or internal environment is called:

- Incremental Change
- Anticipatory change
- Radical Change
- Reactive change**

1333) Phrases such as “more cultural diversity,” “many new entrants with inadequate skills” are all examples of which force for change?

- Technology
- World politics
- Nature of the work force**
- Social trends

1334) Which of the following is an example of change in the nature of competition?

Growth of e-commerce

Decline in global oil prices

Increased interest in urban living

A decrease in interest rates

1335) Which tactic for overcoming resistance to change basically assumes that the source of resistance lies in misinformation?

Training and development

Facilitation and support

Education and communication

Cooptation and manipulation

Six tactics used by change agents in dealing with resistance to change:

1. Education and communication:

2. Participation:

3. Facilitation and support:

4. Negotiation:

5. Manipulation and cooptation:

6. Coercion:

1336) A bachelor degree holder is most likely to have a job that requires:

Human skills

Technical skills page 9

Conceptual skills

Leading skills

1337) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt

Displayed

Conditional

Exposed

1338) Desires for associations with those who are significant to us, such as family members, supervisors, and friends, are examples of which of the following Alderfer's needs?

Relatedness

Existence
Association
Esteem

http://www.12manage.com/methods_alderfer_erg_theory.html

Relatedness Needs: *social and external esteem (involvement with family, friends, co-workers and employers)(Maslow's third and fourth levels)*

- 1339) A person in the organization may have crucial information about a statistical breakthrough of great importance to the organization and its strategic marketing plan. This is an example of which of the following power?

Referent
Legitimate
Reward
Expert

[http://books.google.com/books?id=RidV6vh08xMC&pg=PA359&lpg=PA359&dq="breakthrough+of+great+importance+to+the+organization+and+its+strategic"&source=bl&ots=TPnY2ndeO&sig=_SUnR9f_yXmn0t6-fcpNLo4P63Y&hl=en&ei=-F2GS-zWGs6zrAfL_Jy3Cg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CAYQ6AEwAA#v=onepage&q=%E2%80%9Cbreakthrough%20of%20great%20importance%20to%20the%20organization%20and%20its%20strategic%E2%80%9D&f=false](http://books.google.com/books?id=RidV6vh08xMC&pg=PA359&lpg=PA359&dq=)

- 1340) Keeping subordinates informed about company policies and the penalties for violating those policies is an example of using which of the following power?

Referent
Legitimate
Expert
Coercive

- 1341) The reasons for political behavior include all of the following **EXCEPT**:

Ambiguous goals
Scarce resources
Control of information
Non-programmed decisions

<http://www.docstoc.com/docs/10634423/Power-management>

- 1342) Samina and Naeem are Senior managers of marketing department. Samina wants her department to grow and expand into new products. While Naeem feels that the department is already too big and should reduce its size and trim its product line. Samina and Naeem are experiencing which of the following conflict?

Legal conflict
Task conflict
Process conflict

Relationship conflict

Task conflict

Conflict over content and goals of the work

1343) The degree to which two party's goals can be achieved simultaneously is called:

Goal interdependence

Goal accommodation

Goal avoidance

Goal compatibility

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA387&lpg=PA387&dq=degree+to+which+two+party's+goals+can+be+achieved+simultaneously&source=bl&ots=TPoZamXi7U&sig=T3nDuR85M6JWNINja6WXC1Q2FuM&hl=en&ei=vDY6TI_aLpPHrAfl6oG3CA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=degree%20to%20which%20two%20party%E2%80%99s%20goals%20can%20be%20achieved%20simultaneously&f=false

1344) When two party's goals are incompatible, but their interactions are important to meeting their goals, which reaction to conflict is likely to occur?

Competition

Collaboration

Compromise

Accommodation

<http://college.cengage.com/business/moorhead/organizational/6e/students/glossary/index.html#C>

1345) Which of the following statements about gender difference in leadership is correct?

There is no difference in leadership on the basis of gender

Women leaders are not good at negotiation

Men leaders seem to be more supportive and patient

Women tend to adopt democratic leadership style

http://webcache.googleusercontent.com/search?q=cache:nJ6_1Y6zAkMJ:www.uh.edu/~wagon/IO_10.ppt+Women+tend+to+adopt+democratic+leadership+style&cd=35&hl=en&ct=clnk&gl=pk

1346) The main advantage of division of labor is that it promotes:

Worker satisfaction

Worker autonomy

The creation of stimulating jobs

Efficient use of labor

1347) The process of constructing and adjusting an organization's structure to achieve its goals is:

- Strategic management
- Strategy-structure fit
- Organizational design**
- Organizational reconfiguration

<http://webcache.googleusercontent.com/search?q=cache:SKeN0zvtOhMJ:www.slideshare.net/guest3bd2a12/organizational-design-presentation+Organizational+design+process+of+constructing+and+adjusting+an+organization's+structure+to+achieve+its+goals&hl=en&gl=pk&strip=1>

1348) Which of the following is the manner in which divided tasks are combined and allocated to work groups?

- Departmentalization**
- Specialization
- Formalization
- Standardization

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA411&lpg=PA411&dq=the+manner+in+which+divided+tasks+are+combined+and+allocated+to+work+groups&source=bl&ots=TPo_2fZiFT&sig=JbCz0ICM74hdtQ4Mcz0Ni2xYPPk&hl=en&ei=qzo8TP6-H4LBcd_cnIAD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBcQ6AEwAA#v=onepage&q=the%20manner%20in%20which%20divided%20tasks%20are%20combined%20and%20allocated%20to%20work%20groups&f=false

1349) Which of the following selection technique is most commonly used worldwide?

- Work sample test
- Interview**
- Background check
- Performance-simulation tests

1350) Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

- Job description
- Job specification page 164**
- Job evaluation
- Job enrichment

1351) All of the following are examples of internal forces for change **EXCEPT:**

Company Crisis
Changing work climate
Declining effectiveness

Globalization

<http://webcache.googleusercontent.com/search?q=cache:a2QBkJJ2h3IJ:jhunt.ba.ttu.edu/ch18.pt+internal+forces+for+change+Company+Crisis+Changing+work+climate+Declining+effectiveness&cd=5&hl=en&ct=clnk&gl=pk>

- 1352) ABC is a manufacturing company. R&D department suggested some changes in their product line. But employees of marketing department were reluctant in accepting this change. A meeting was held to remove the ambiguity and all pros and cons were discussed which resulted in better decision. In this case the resistance to change from the marketing department resulted in which of the following?

Positive decision

Negative decision
Conflicting decision
Irrational decision

- 1353) Which of the following is the individual source of resistance to change?

Structural inertia
Threat to expertise

Dislike of change agent

Threatened power

http://webcache.googleusercontent.com/search?q=cache:Q0r4rWxqqVsJ:www.unitar.org/hiroshima/sites/unitar.org/hiroshima/files/5_AF08_WSIII_Managing_Organizational_Change.pdf+organizational+source+of+resistance+to+change+threatened+power&cd=8&hl=en&ct=clnk&gl=pk

- 1354) Which of the following is the organizational source of resistance to change?

Fear of unknown
Economic threat
New social relationship

Fixed investment page 181.

- 1355) The CEO of ABC manufacturer is not satisfied with the sales of his products. He has decided to operate in international market to earn the targeted sales. What can be the possible reason of this expansion?

To work with untrained labor
To avoid cultural diversity

To acquire resources

To work under poor working conditions

- 1356) Which one of the following is defined as a social entity composed of two or more people which functions on a relatively continuous basis to achieve a common goal or set of goals.

Community
Organization
Partnership
Treaty

- 1357) Which of the following are identified as new managerial functions?

Planning and organizing
Leading and controlling
Directing and monitoring
TQM and continuous improvement page 8

- 1358) Which of the following is defined as intellectual and mechanical processes used by an organization to transform inputs into products or services?

Mechanism
Technology page 12.
Operational system
Information system

Technology - the intellectual and mechanical processes used by an organization to transform inputs into products or services that meet

- 1359) Faizan, a supervisor, has to choose between two different suggestions offered by employees about work schedule. Which one of the following will be most suitable for Faizan?

Inductive reasoning
Spatial visualization
Deductive reasoning
Perception

- 1360) According to the Big Five model; people having personality dimension of openness to experience are:

Caring and dependable
Flexible and risk taker page 35
Outgoing and talkative
Tolerant and self-hearted

1361) The ability of a person to manipulate his/her emotions according to a given situation is called _____.

Emotional Intelligence

Emotional Constraints

Affective Emotions

Cognitive dissonance

Ref: Emotional Intelligence (EI) describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups.

1362) According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

Bounded Rational Page 53

Three Component Model

Contingency

Rational

Reference: Bounded Rationality; People satisfice—they seek solutions that are satisfactory and sufficient

1363) When individuals compare their outcomes and inputs against those of others, the framework is _____.

Equity theory page 59

Expectancy theory

Reinforcement theory

Two Factor theory

Equity theory proposes that workers compare their own outcome/input ratio (the ratio of the outcomes they receive from their jobs and from the organization to the inputs they contribute) to the outcome/input ratio of a referent.

1364) Which of the following is NOT a biographical characteristic?

Region

Age

Sex

Tenure

Reference: Page 16

Age

• Gender

• Marital status

• Length of service, etc.

1365) What does MBO provide for the individual employee?

Specific performance objectives Page 71

Precise job descriptions
Clear direction and purpose
Higher salaries

MBO's appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

1366) Which of the following groups is defined by the organization's structure?

Informal
Friendship
Interest

Formal page 80

Formal groups—those defined by the organization's structure, with designated work assignments establishing tasks

1367) A team in which a significant amount of communication and interaction occurs electronically rather than face to face is referred to as:

A research and development team
A self-managed work team
A problem solving team

A virtual team page 89

Virtual teams have a significant amount of communication and interaction occurring electronically rather than face to face.

1368) Which of the following are the two dimensions of leader behavior explained in the OhioState studies?

Initiating structure and consideration page 105

Employee-oriented and production-oriented
Concern for people and concern for production
Operant conditioning and classical conditioning

The most comprehensive and replicated of the behavioral theories resulted from research that began at Ohio State University in the late 1940s. These researchers sought to identify independent dimensions of leader behavior. • They narrowed over a thousand dimensions into two dimensions—initiating structure and consideration.

1369) Which step determines whether understanding has been achieved during the communication process?

Decoding
Feedback
 Channel
 Encoding

1370) Which of the following is **NOT** an example of upward communication?

Informing employees of policies

Suggestion boxes
 Grievance procedures
 A letter to your boss

1371) Bilal tells his boss only what he believes the boss wants to hear. Bilal is engaging in:

Filtering page 97.

Defensiveness
 Selective perception
 Selective selection

Filtering occurs when senders withhold part of a message because they think the receiver does not need or want the information.

1372) Which of the following leadership model integrates the expectancy theory of motivation with the Ohio state Leadership research?

Contingency

Path-goal

Leader-participation
 Cognitive arousal

[http://books.google.com.pk/books?id=V0ON3WC9qikC&pg=PA193&lpg=PA193&dq=Path-goal+integrates+the+expectancy+theory+of+motivation+with+the+Ohio+state+Leadership+research&source=bl&ots=BUSITelVFi&sig=Gww4MN_p_Ds0jnhuhkyYT xv0gJc&hl=en&ei=YcU8TOHBOIzBccP8-ZMD&sa=X&oi=book_result&ct=result&resnum=4&ved=0CCUQ6AEwAw#v=onepage&q=The%20path-goal%20leadership%20theory%20combines%20elements%20of%20the%20Ohio%20State%20studies%20\(i.e.%20...%20and%20initiating%20structure\)%20with%20expectancy%20theories%20of%20motivation.&f=false](http://books.google.com.pk/books?id=V0ON3WC9qikC&pg=PA193&lpg=PA193&dq=Path-goal+integrates+the+expectancy+theory+of+motivation+with+the+Ohio+state+Leadership+research&source=bl&ots=BUSITelVFi&sig=Gww4MN_p_Ds0jnhuhkyYT xv0gJc&hl=en&ei=YcU8TOHBOIzBccP8-ZMD&sa=X&oi=book_result&ct=result&resnum=4&ved=0CCUQ6AEwAw#v=onepage&q=The%20path-goal%20leadership%20theory%20combines%20elements%20of%20the%20Ohio%20State%20studies%20(i.e.%20...%20and%20initiating%20structure)%20with%20expectancy%20theories%20of%20motivation.&f=false)

1373) The transactional and transformational leadership should be viewed as:

Opposing approaches to accomplishing goals

Subcomponents of situational leadership
 Building blocks of charismatic leadership
 Cumulative forms of leadership

1374) Which of the following is a feeling of devotion, duty, or attachment to somebody or something?

- Integrity
- Consistency
- Loyalty**
- Reliability

<http://rivercitykarate.com/Definitions.htm>

Feeling of duty: a feeling of devotion, duty, or attachment to somebody or something

1375) The new manager-employee relationship is an example of which of the following type of trust?

Deterrence-based page 112.

- Knowledge-based
- Identification-based
- Supposition-based

1376) When a bank robber points a gun at a bank employee, which of the following is his base of power?

- Coercive**
- Legitimate
- Positional
- Authoritative

1377) Which of the following types of power requires acceptance of the leader's authority by members of the organization?

- Personal
- Organizational
- Legitimate**
- Positional

1378) Cricket stars influence people's choice of athletic shoes and cola drinks. People are admired due to which of the following power?

- Referent**
- Expert
- Legitimate
- Personal

1379) High job specialization can lead to which of the following type of conflict?

Communication

Structural

Personal-variable

Job-related

<http://www.mbanotesworld.in/2009/12/5-stages-of-conflict-process.html>

1380) Which of the following is mostly likely to promote the success of mediation?

High motivation of the disputing parties page 134.

Shared perceptions of the mediator as coercive

Shared perceptions of the mediator as biased

Extensive experience of the mediator

The key to success—the conflicting parties must be motivated to bargain and resolve their conflict, intensity cannot be too high, and the mediator must be perceived as neutral and no coercive.

1381) Which of the following can be described as being loose in structure and a catalyst for open lines of communications throughout the organization which results in an increased flow of information?

Centralization

Decentralization

Departmentalization

Simple organizations

<http://en.allexperts.com/q/Management-Consulting-2802/2008/9/decentralisation-delegation.htm>

A decentralized organization can be described as being loose in structure and a catalyst for open lines of communications

1382) A tall, centralized hierarchy of authority and top-down communication and decision making are characteristics of which of the following organizational structures?

Organic structure

Matrix structure

Mechanistic structure

Functional structure

1383) A Plant Manager overseeing the functions of the Manager of Engineering, the Manager of Accounting, and the Manager of Manufacturing is an example of:

<http://groups.google.com/group/vuuzs>

www.vuuzs.net

Product departmentalization
Geographical departmentalization
Functional departmentalization
Process departmentalization

1384) Which of the following statement is TRUE with regard to boundaryless organizations?

These organizations attempt to emulate simple structure

These remove the horizontal boundaries of management
These do not adopt participative decision making style
Team members will be rewarded for mastering multiple skills

1385) Which of the following are the forces that affect how an organization designs its structure?

Suppliers, competitors, job design
Suppliers, job design, customers
Environment, economic forces, competitors
Environment, technology, and human resources

1386) Giving workers more control over how a task is to be completed often leads to job enrichment because:

Workers can think out their own way of tackling the task
Change their pattern of working when they want
Feel more responsible for achieving the end product

All of the given options

1387) Which of the following characterizes non-routine or complicated technologies?

High task variety and high task analyzability
Low task variety and high task analyzability
Low task variety and Low task analyzability
High task variety and low task analyzability

http://books.google.com.pk/books?id=7L_WjP50TrQC&pg=PA387&lpg=PA387&dq=Non-routine+or+complicated+technologies+are+characterized+by+high+task+variety+and+low+task+analyzability.&source=bl&ots=ch4OAsmceQ&sig=kygAQ1mTXDu5LiV9MAeBCPFKxA4&hl=en&ei=tjs6TObwONG_rAfjpfy2CA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=%20or%20complicated%20technologies%20are%20characterized%20by%20high%20task%20variety%20and%20low%20task%20analyzability.&f=false

Non-routine or complicated technologies are characterized by high task variety and low task analyzability.

1388) When the people are asked to envision the organization in five years and to describe what is different is called:

Discovery

Dreaming

Design

Destiny

<http://www.citeman.com/4139-inter-group-development/>

1389) In practice, organizations use interviews _____.

To determine applicant-organization fit

Solely to assess specific, job relevant skills

To manipulate an applicant's image of the company

To assess a candidate's credit history

1390) All of the following are operational activities of HR EXCEPT _____ which is a strategic activity.

Analyzing HR metrics and measurements

Recruiting and selecting employees

Responding to goals and objectives set by executives

Complying with laws, policies, and procedures

1391) Performance is a function of which of the following factors?

Skill, willingness to act and reward

Ability, motivation and opportunity

Knowledge, skills and abilities

Tasks, incentives and rewards

[http://webcache.googleusercontent.com/search?q=cache:z4_M809Z9HEJ:www.studies-online.org/MGT413/Notes/Motivation.ppt+1389\)+Performance+is+a+function+of+Ability,+motivation+and+opportunity&cd=3&hl=en&ct=clnk&gl=pk](http://webcache.googleusercontent.com/search?q=cache:z4_M809Z9HEJ:www.studies-online.org/MGT413/Notes/Motivation.ppt+1389)+Performance+is+a+function+of+Ability,+motivation+and+opportunity&cd=3&hl=en&ct=clnk&gl=pk)

1392) Cultures within an organization, typically defined by department designations and geographical separation are called:

Multi cultures

National Cultures

Dominant Cultures

Subcultures

1393) Which characteristic is **NOT** reflective of subcultures?

Includes core values of the organization page 171

Typically defined by department designations

Includes values shared only within the organization

Includes values unique to members of a department or group

A dominant culture expresses the core values that are shared by a majority

1394) Consistency of behavior is an asset to an organization when it faces which of the following?

Massive changes

A dynamic environment

An unknown environment

A stable environment

Ref: So consistency of behavior is an asset to an organization when it faces a stable environment

1395) Looking for better way to stay is called:

Reactive change

Anticipatory change page 179

Radical Change

Incremental Change

• **Anticipatory Change:** – Looking for better ways to stay – Ahead of the competition

1396) When there is some change in organization that is intentional and goal-oriented activity then it is called;

Planned change

Unplanned change

Evolutionary change

Revolutionary change

Some organizations treat all change as an accidental occurrence, however, change as an intentional, goal-oriented activity is planned change.

1397) Which of the following technique refer to the application of direct threats or force upon resisters?

Exploitation
Cooptation
Manipulation

Coercion

Overcoming Resistance to Change

- Negotiation
 - Exchange something of value for a lessening of resistance.
- Manipulation and Cooperation
 - Twisting and distorting facts to make them appear more attractive.
- Coercion
 - The application of direct threats or force upon resisters.

1398) If a manager is responsible to define goals, establish an overall strategy for achieving those goals and matching activities accordingly, then which one of the following functions is he/ she performing?

Planning

Organizing
Leading
Controlling

Planning requires a manager to:

- Define goals (organizational, departmental, worker levels)
- Establish an overall strategy for achieving those goals
- Develop a comprehensive hierarchy of plans to integrate and coordinate activities.

1399) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt

Displayed
Conditional
Exposed

Felt emotions are an individual's actual emotions.

1400) The communication used by managers to provide job instructions is an example of:

Downward communication

Lateral communication

Directional communication
Diagonal communication

Ref: In downward communication Organizational decisions are made at top level and then flow down to the people who carry them.

1401) All of the following are the examples of reward power **EXCEPT**:

Pay

Work assignments

Promotion

Transfer

http://books.google.com.pk/books?id=KMjYp2jAgbwC&pg=PA265&lpg=PA265&dq=examples+of+reward+power++Pay+Work+assignments+Promotion+Transfer&source=bl&ots=fun3mVyrLr&sig=Amk-u2trL3L3gKgvlHq5NWORztI&hl=en&ei=zzg6TN-7NIS2rAeQgs3LAQ&sa=X&oi=book_result&ct=result&resnum=10&ved=0CD4Q6AEwCQ#v=onepage&q&f=false

1402) A person in the organization may have crucial information about a statistical breakthrough of great importance to the organization and its strategic marketing plan. This is an example of which of the following power?

Referent

Legitimate

Reward

Expert

[http://books.google.com/books?id=RidV6vh08xMC&pg=PA359&lpg=PA359&dq="breakthrough+of+great+importance+to+the+organization+and+its+strategic"&source=bl&ots=TPnY2ndeO&sig=_SUnR9f_yXmn0t6-fcpNLo4P63Y&hl=en&ei=-F2GS-zWGs6zrAfL_Jy3Cg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CAYQ6AEwAA#v=onepage&q=%E2%80%9Cbreakthrough%20of%20great%20importance%20to%20the%20organization%20and%20its%20strategic%E2%80%9D&f=false](http://books.google.com/books?id=RidV6vh08xMC&pg=PA359&lpg=PA359&dq=)

1403) Keeping subordinates informed about company policies and the penalties for violating those policies is an example of using which of the following power?

Referent

Legitimate

Expert

Coercive

1404) Which of the following best describes a leader?

Being a leader also means being a manager
 Leaders can emerge from within a group
 Leaders are appointed to their positions

Leaders influence others beyond the formal authority

1405) Which of the following statements about gender difference in leadership is correct?

There is no difference in leadership on the basis of gender
 Women leaders are not good at negotiation
 Men leaders seem to be more supportive and patient

Women tend to adopt democratic leadership style

http://webcache.googleusercontent.com/search?q=cache:nJ6_1Y6zAkMJ:www.uh.edu/~waggon/IO_10.ppt+Women+tend+to+adopt+democratic+leadership+style&cd=35&hl=en&ct=clnk&gl=pk

1406) Which of the following is the system of task, reporting, and authority relationships within which the work of the organization is done?

Organizational goals

Organizational structure

Organizational system

Organizational charts

1407) Which of the following is the manner in which divided tasks are combined and allocated to work groups?

Departmentalization

Specialization

Formalization

Standardization

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA411&lpg=PA411&dq=the+manner+in+which+divided+tasks+are+combined+and+allocated+to+work+groups&source=bl&ots=TPo_2fZiT&sig=JbCz0ICM74hdtQ4Mcz0Ni2xYPPk&hl=en&ei=qzo8TP6-H4LBcd_cnIAD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBcQ6AEwAA#v=onepage&q=the%20manner%20in%20which%20divided%20tasks%20are%20combined%20and%20allocated%20to%20work%20groups&f=false

1408) Environmental uncertainty exists when managers:

Relax the constraints on product demand

Attempt to simplify the general environment

Attempt to stabilize the task environment

Have difficulty predicting the impact of environmental factors

<http://groups.google.com/group/vuzs>

www.vuzs.net

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA443&lpg=PA443&dq=Environmental+uncertainty+exists+when+managers+Have+difficulty+predicting+the+impact+of+environmental+factors&source=bl&ots=TPo_2jVkeW&sig=jRoDZcllpcrBomf8tPOclpU-srA&hl=en&ei=DMg8TOFKGo_ZcY200YoD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=Environmental%20uncertainty%20exists%20when%20managers%20Have%20difficulty%20predicting%20the%20impact%20of%20environmental%20factors&f=false

1409) The job design method aimed at increasing the motivational factors in a job is called:

Job enrichment

Job enlargement

Job rotation

Cross-training

[http://books.google.com/books?id=TtD413y-868C&pg=PA337&lpg=PA337&dq="increasing+the+motivational+factors+in+a+job"&source=bl&ots=l9gbRR-x1o&sig=oxJjRGiD0GOjIVRBWzwXyIRMcu4&hl=en&ei=oImGS4m4O4G-rAe_nI3ICg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CAYQ6AEwAA#v=onepage&q=%22increasing%20the%20motivational%20factors%20in%20a%20job%22&f=false](http://books.google.com/books?id=TtD413y-868C&pg=PA337&lpg=PA337&dq=)

1410) Which of the following selection technique is most commonly used worldwide?

Work sample test

Interview

Background check

Performance-simulation tests

1411) Website and internet is changing the way companies and individuals communicate. It is an example of which of the following forces for change?

People

Technology

Communication

Social

1412) All of the following are examples of internal forces for change **EXCEPT**:

Company Crisis

Changing work climate

Declining effectiveness

Globalization

<http://webcache.googleusercontent.com/search?q=cache:a2QBkJJ2h3IJ:jhunt.ba.ttu.edu/ch18.ppt+internal+forces+for+change+Company+Crisis+Changing+work+climate+Declining+effectiveness&cd=5&hl=en&ct=clnk&gl=pk>

1413) Which of the following is the individual source of resistance to change?

Structural inertia

Threat to expertise

Dislike of change agent

Threatened power

http://webcache.googleusercontent.com/search?q=cache:Q0r4rWxqqVsJ:www.unitar.org/hiroshima/sites/unitar.org/hiroshima/files/5_AF08_WSIII_Managing_Organizational_Change.pdf+organizational+source+of+resistance+to+change+threatened+power&cd=8&hl=en&ct=clnk&gl=pk

1414) Which of the following is the organizational source of resistance to change?

Fear of unknown

Economic threat

New social relationship

Threatened power page 182.

http://webcache.googleusercontent.com/search?q=cache:Q0r4rWxqqVsJ:www.unitar.org/hiroshima/sites/unitar.org/hiroshima/files/5_AF08_WSIII_Managing_Organizational_Change.pdf+organizational+source+of+resistance+to+change+threatened+power&cd=8&hl=en&ct=clnk&gl=pk

1415) Few years earlier there was a huge market of Window Air conditioner in Pakistan. Now split air conditioners have replaced window AC. This change occurred due to which of the following driving forces of change?

Changing values

Changing nature of workforce

Knowledge explosion

Rapid product obsolescence

<http://www.qfinance.com/dictionary/obsolescence>

1416) Which of the following is the process in which data is gathered, analyzed, summarized and returned to those who generated them?

Process Consultation

Survey feedback

Inter-group development

Sensitivity Training

Survey Feedback

Survey feedback techniques can form the basis for a change process. In the process, data are gathered, analyzed, summarized, and returned to those who generated them to identify, discuss, and solve problems.

- 1417) Textile industry of Pakistan is facing huge losses due to the downfall of electricity. These conditions are causing great stress among the employees and owners of textile mills. Which of the following is the potential source of stress in this scenario?

Economic uncertainty

Technological change

Political uncertainty

Task demand

- 1418) Which of the following performance management component is about acknowledging good performance?

Planning

Monitoring

Rewarding

Rating

- 1419) Which of the following is NOT an HR's role in career development?

Taking career development initiatives

Polishing leadership qualities

Matching individual and organization needs

Identification of career opportunities

- 1420) Which one of the following is not considered as a part of organizational output?

Finished goods

Services

Dividends

Capital

- 1421) The degree to which people in a country accept that power in institution and organizations is distributed unequally is called:

Terminal Values

Power Distance

Fairness

Uncertainty Avoidance

1422) Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

Felt Emotions

Displayed Emotions page 39.

Moods

Emotional Intelligence

Displayed emotions are those that are organizationally required and considered appropriate in a given job.

1423) When an employee expresses organizationally desired emotions during interpersonal transaction, it is called:

Alexithymia

Felt Emotions

Emotional Labor

Displayed Emotions page 39

Displayed emotions are those that are organizationally required and considered appropriate in a given job.

1424) Asif is late for work each day by about ten minutes. How would Attribution Theory describe this behavior?

It shows consensus

It shows similarity

It shows reliability

It shows consistency page 48

1425) Amna is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Amna most likely using?

Prototyping

Contrast effect

Halo effect

Projection page 49

• **Projection**

– Attributing one's own characteristics to other people

1426) What is generally considered to be the single best thing that managers can do to improve performance?

Allocate tasks depending on personality

Restrict the use of punishment as a means of motivating workers

Give abundant opportunities for employee growth

Concentrate on intrinsic rewards rather than extrinsic rewards

1427) In equity theory, individuals assess the _____.

Cost-benefit ratio

Efficiency-effectiveness trade-off

Quantity-quality trade-off

Outcome-input ratio page 59

1428) Who sets MBO objectives?

The immediate supervisor

The superior and subordinate

The head of department

The employees themselves

1429) Fahad, Zain and Usama work in different departments, but often take lunch together. They are an example of what type of group?

Formal

Informal

Command

Task

1430) When the group energy is focused on the task at hand, the group has moved to the _____ stage.

Storming

Norming

Maturation

Performing

http://books.google.com.pk/books?id=pBONJXoZ4fIC&pg=PA22&lpg=PA22&dq=When+the+group+energy+is+focused+on+the+task+at+hand,+the+group+has+moved+to+the+performing+stage&source=bl&ots=ZZ0sAK3f18&sig=1TQXGydq9laKycm1pWpehwdQDMU&hl=en&ei=Xls3TK2UPJCgkQXLkY2cAw&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBgQ6A

[EwAQ#v=onepage&q=During%20this%20stage%2C%20the%20group%20turns%20its%20focus%20to%20accomplishing%20the%20task%20at%20hand&f=false](#)

1431) Demand on leader is _____ in a team comprising of 2-7 members.

High

Highest

Low

Moderate

1432) Which of the following best demonstrates the effectiveness of self-managed teams?

An increase in the number of teams required to manufacture a product

A reduction in the number of employees qualified to participate in the teams

A significant reduction in response time for resolving customer concerns

An increase in the technology budget for connecting team members

1433) Which of the following is **NOT** true about electronic meeting?

Participants type their responses onto a computer screen

It can be highly effective under certain conditions

Group cohesiveness will be considered high

Participants will be honest and anonymous

1434) There is fairly strong evidence that traits can predict _____ more accurately than leadership effectiveness.

Leadership emergence

Extraversion in leaders

Leadership awareness

Leadership competence

1435) The University of Michigan researchers concluded that:

Employee-oriented leaders had lower productivity

Employee-oriented leaders had higher productivity

Production-oriented leaders created lower employee satisfaction

Production-oriented leaders created higher employee satisfaction

<http://books.google.com.pk/books?id=9-jcsiS8RSOC&pg=PA295&lpg=PA295&dq=The+University+of+Michigan+researchers+conclud>

ed+that:+Employee-oriented+leaders+had+lower+productivity+Employee-oriented+leaders+had+higher+productivity+Production-oriented+leaders+created+lower+employee+satisfaction+Production-oriented+leaders+created+higher+employee+satisfaction&source=bl&ots=0lwVCJzBpr&sig=YKI9f5YIVHHWbdvUW5PTCGVTqSc&hl=en&ei=M888TJjiB8mJcJfawOUD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

1436) Which of House's leaders from path-goal theory are friendly and show concern for the needs of followers?

Directive

Supportive

Participative

Achievement-oriented

1437) The charismatic leaders are likely to:

Invoke high performance among followers

Encourage women to seek leadership positions

Motivate followers to become more extroverted

Avoid media attention regarding their achievements

1438) Sumeera has been working in a packaging company for last ten years. She is the most senior employee of her department that's why her manager frequently relies on her judgment. Whenever manager goes out of city for work, he put Sumeera in charge because he knows she will handle work efficiently in his absence. What type of trust relationship is this?

Reward-based trust

Knowledge-based trust

Identification-based trust

Deterrence-based trust

Ref: • Knowledge-based trust

• Trust based on the behavioral predictability that comes from a history of interaction

1439) Legitimate power is based on which of the following element?

Positive rewards

Interpersonal trust

Structural position

Expert knowledge

1440) Your physician has advised you to take a series of medications. You comply because of her which of the following power?

Formal

Expert

Referent

Information

1441) Which type of conflict will you experience among the multiple roles in your life, like role of a father and a manager?

Intergroup Conflict

Interpersonal Conflict

Interrole Conflict page 124

Intrarole Conflict

1442) All of the following are types of conflict EXCEPT:

Task Conflict

Person-role Conflict

Relationship Conflict

Process Conflict

1443) The interactionist view of conflict proposes that functional conflict is:

Necessary for effective group performance

An indication of the group maturity level

Always focused around relationships

Make group members static and apathetic

1444) UNO wants to bring in a neutral third party who will facilitate a negotiated solution by using reasoning, persuasion, suggesting alternatives, and the like. This person is a(n):

Mediator page 128

Arbitrator

Conciliator

Consultant

The third party acts as a *mediator*, taking a neutral stance and helping parties reconcile their differences.

1445) In comparing the organizational design needs of the small organization and the large organization, which of the following is a consideration for the small organization?

More formalization

More specialization

More centralization

Flat hierarchy of authority

1446) Which one of the following is consistent with a simple structure?

High centralization

High employee discretion

Standardization

Bureaucracy

1447) You have eliminated horizontal, vertical, and external barriers within your organization. You are operating as a/an:

Boundaryless organization

Organizational pyramid

Matrix organization

Virtual organization

<http://webcache.googleusercontent.com/search?q=cache:XJliVayZ4ksJ:www.scribd.com/doc/7220239/Contemporary-Organizational-Designs+Boundaryless+organization+eliminates+horizontal,+vertical,+and+external+barriers+within+organization&hl=en&gl=pk&strip=1>

1448) A trucking company routinely makes all of its office staff work for a week in the warehouse area; loading trucks, cleaning trucks, and doing other work which they are capable of. This program is an example of which of the following?

Job rotation

Job enlargement

Job enrichment

Job sharing

1449) Essential elements of TQM include all **EXCEPT**:

Analysis of customer quality needs

Benchmarking

Rewarding

Standards

Essential Elements of TQM

- A supportive organizational culture
- Management commitment and leadership

- Provide a sense of direction
- Analysis of customer quality needs
- Benchmarking
- Standards
- Strategies to close quality gaps
- Training
- Quality teams
- Progress monitoring and measurement
- Exceeding customer expectations

1450) The purpose of ----- is for an outside consultant to assist a manager, “to perceive, understand, and act upon process events”.

Process Consultation

Team Building

Appreciative Inquiry

Sensitivity Training

1451) Once the causes of difficulty have been identified, the groups can move to the _____ to develop solutions that will improve relations between the groups.

Process Consultation

Appreciative Inquiry

Integration phase

Team Building

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA492&lpg=PA492&dq=Once+the+causes+of+difficulty+have+been+identified,+the+groups+can+move+to+the+Integration+phase+to+develop+solutions+that+will+improve+relations+between+the+groups&source=bl&ots=0lwVCHCBsk&sig=e29IsUf4z_J9XxGcoo43kq9JBok&hl=en&ei=4ow8TNi0B8qLkAX06qiKAQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=Once%20the%20causes%20of%20difficulty%20have%20been%20identified%2C%20the%20groups%20can%20move%20to%20the%20Integration%20phase%20to%20develop%20solutions%20that%20will%20improve%20relations%20between%20the%20groups&f=false

1452) Which type of selection technique is given the most weight?

Written test

Performance-simulation test

Electronic test

Interview

1453) The centerpiece of most diversity programs is:

Money

Employer commitment

Training

Human resource personnel

1454) A strong culture can act as a substitute for which of the following?

Institutionalization

Formalization

Socialization

Organizational rules

http://books.google.com.pk/books?id=kQ71jtW3YvYC&pg=PA293&lpg=PA293&dq=A+strong+culture+can+act+as+a+substitute+for&source=bl&ots=cchOjKQgIP&sig=jpU1AEefmU4IPeym6bJKUpMTNKg&hl=en&ei=mI08TPewDMGHkQW3weR7&sa=X&oi=book_result&ct=result&resnum=4&ved=0CCMQ6AEwAw#v=onepage&q=A%20strong%20culture%20can%20act%20as%20a%20substitute%20for&f=false

1455) Consistency of behavior is an asset to an organization when it faces which of the following?

Massive changes

A dynamic environment

An unknown environment

A stable environment

Ref: So consistency of behavior is an asset to an organization when it faces a stable environment

1456) Which of the following is an example of change in the nature of competition?

Growth of e-commerce

Decline in global oil prices

Increased interest in urban living

A decrease in interest rates

1457) Which of the following is **NOT** a source of individual resistance to change?

a. habit

b. security

c. fear of the unknown

<http://groups.google.com/group/vuuzs>

www.vuuzs.net

d. inertia

Five reasons why individuals may resist change are

1. **Habit:** Life is complex, to cope with having to make hundreds of decisions everyday, we all rely on habits or programmed responses.
2. **Security:** People with a high need for security are likely to resist change because it threatens their feelings of safety.
3. **Economic factors:** Another source of individual resistance is concern that changes will lower one's income.
4. **Fear of the unknown:** Changes substitute ambiguity and uncertainty for the known.
5. **Selective information processing:** Individuals shape their world through their perceptions. Once they have created this world, it resists change

1458) What term is used for feelings that tend to be less intensive than emotions?

Affect

Cognition

Thoughts

Mood

http://webcache.googleusercontent.com/search?q=cache:Y204wolJtFgJ:marrichassociates.com/BUS_261_Organizational_Behavior_Twelth_Day.ppt+moods+are+feelings+that+tend+to+be+less+intensive+than+emotions&cd=6&hl=en&ct=clnk&gl=pk

1459) Which one of the following is **NOT** a characteristic of group in organization?

Common goal

Interaction with one another

Accept expectations and obligations

Mutually independent

1460) Which of the following refers to the network of personal and social relations that is developed spontaneously between people associated with each other?

Formal organization

Informal organization

Business organization

Government organization

1461) All of the following are the primary bases of personal power **EXCEPT:**

Referent power

Position power

Expert power

Coercive power

1462) Trying to make someone else accept blame for a problem is an example of which of the following conflict handling intention?

Competing

Compromising

Avoiding

Accommodating

[http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT313&lpg=PT313&dq=Trying+to+make+someone+else+accept+blame+for+a+problem+\(conflict\)&source=bl&ots=9vx1faK_4J&sig=aYqoSZK04_8oQrfXf1A0mIZ6As&hl=en&ei=e5E8TK7RCJCTkAWt15SFAQ&sa=X&oi=book_result&ct=result&resnum=4&ved=0CB8Q6AEwAw#v=onepage&q=trying%20to%20make%20him%20or%20her%20accept%20the%20blame%20for%20a%20problem&f=false](http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT313&lpg=PT313&dq=Trying+to+make+someone+else+accept+blame+for+a+problem+(conflict)&source=bl&ots=9vx1faK_4J&sig=aYqoSZK04_8oQrfXf1A0mIZ6As&hl=en&ei=e5E8TK7RCJCTkAWt15SFAQ&sa=X&oi=book_result&ct=result&resnum=4&ved=0CB8Q6AEwAw#v=onepage&q=trying%20to%20make%20him%20or%20her%20accept%20the%20blame%20for%20a%20problem&f=false)

1463) At Sawera Manufacturing, Inc., the sales representatives often argue with the production employees because promised orders are often behind the schedule. The production employees claim that the sales representatives frequently fail to submit orders until they are already past due. The sales representatives and the production employees are experiencing which of the following conflict?

Competition for scarce resources

Intergroup conflict

Interpersonal conflict

Representative conflict

http://en.wikipedia.org/wiki/Organizational_conflict

Intergroup conflict occurs in two general forms. **Horizontal strain** involves competition between functions: for example, sales versus production, research and development versus engineering, purchasing versus legal, line versus staff, and so on. **Vertical strain** involves competition between hierarchical levels: for example, union versus management, foremen versus middle management, shop workers versus foremen

1464) When two party's goals are incompatible, but their interactions are important to meeting their goals, which reaction to conflict is likely to occur?

Competition

Collaboration

Compromise

Accommodation

<http://college.cengage.com/business/moorhead/organizational/6e/students/glossary/index.html#C>

1465) Which of the following is NOT a personal cause of conflict in organizations?

Personalities

Perception

Authority relationships

Communication

<http://webcache.googleusercontent.com/search?q=cache:S0qRK5FuRD4J:www.swcollege.com/management/nelson-quick/powerpoint/ch13.ppt+personal+cause+of+conflict+in+organizations+Personalities+Perception+Authority+relationships+Communication&cd=5&hl=en&ct=clnk&gl=pk>

1466) To achieve a compromise approach, one needs to _____.

Avoid overt disagreement

Value openness and trust

Dominate the other conflicting party

Give up something of value page 126

Ref: When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome

1467) Division of labor is often referred to as which of the following?

Departmentalization

The organizational chart

Specialization

The administrative hierarchy

1468) When there is a narrow span of control, to improve the span of control there is likely to be:

An increase in the number of workers

Less control over production workers

More administrative levels

Less bureaucracy

1469) Jobs grouped according to traditional business tasks such as marketing, manufacturing, and personnel are departmentalized by:

Process

Service

Function

Structure

1470) The process of constructing and adjusting an organization's structure to achieve its goals is:

Strategic management

Strategy-structure fit

Organizational design

Organizational reconfiguration

<http://webcache.googleusercontent.com/search?q=cache:SKeN0zvtOhMJ:www.slideshare.net/guest3bd2a12/organizational-design-presentation+Organizational+design+process+of+constructing+and+adjusting+an+organization's+structure+to+achieve+its+goals&hl=en&gl=pk&strip=1>

1471) An alternative work arrangement in which employees must be present to perform job duties during a required core time but starting and ending work times can vary is called which of the following?

Job sharing

Compressed workweek scheduling

Task restructuring

Flextime

http://docs.google.com/viewer?a=v&q=cache:SBLpc7H9gTsJ:polaris.umuc.edu/~nhoaglan/CO MM393X/example.pdf+An+alternative+work+arrangement+in+which+employees+must+be+present+to+perform+job+duties+during+a+required+core+time+but+starting+and+ending+work+times+can+vary&hl=en&gl=pk&pid=bl&srcid=ADGEESjah6NWomz4CumoVdm-kvBVqV4pCEdyBNC3QWnbc71Z9-qzwVvYBhx_72oD23KAzOEzlrpgStI9zO0GSda4mMXkdvPYv0H6okpD2oE0t2B4fNTtmvBxj3L37p8K86DY-3vjE&sig=AHIEtbSk2JRn-JUnGbr-pl97e98UJFjXMQ

1472) The tools, techniques, and actions used by an organization to transform inputs into outputs are called:

An organization's technology

The throughput

The transformation process

Work design

[http://books.google.com.pk/books?id=CmFjF5tNmuEC&pg=PA17&lpg=PA17&dq=Technology+\(tools,+techniques,+actions+used+to+transform+inputs+into+outputs\)&source=bl&ots=XpDLvSG_p6&sig=8oHMHfK9WSyFr7HB5gNLbXG2tVY&hl=en&ei=EYQ9TI7JH8yLkAWOoPyxDA&sa=X&oi=book_result&ct=result&resnum=10&ved=0CDUQ6AEwCQ#v=onepage&q=Technology%20\(tools%2C%20techniques%2C%20actions%20used%20to%20transform%20inputs%20into%20outputs\)&f=false](http://books.google.com.pk/books?id=CmFjF5tNmuEC&pg=PA17&lpg=PA17&dq=Technology+(tools,+techniques,+actions+used+to+transform+inputs+into+outputs)&source=bl&ots=XpDLvSG_p6&sig=8oHMHfK9WSyFr7HB5gNLbXG2tVY&hl=en&ei=EYQ9TI7JH8yLkAWOoPyxDA&sa=X&oi=book_result&ct=result&resnum=10&ved=0CDUQ6AEwCQ#v=onepage&q=Technology%20(tools%2C%20techniques%2C%20actions%20used%20to%20transform%20inputs%20into%20outputs)&f=false)

1473) Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

Job description

Job specification page 164

Job evaluation

Job enrichment

1474) Which of the following specifies the relative value of each job in the organization?

Job description

Job specification

Job evaluation page 164

Job enrichment

<http://hubpages.com/hub/Job-Description-JD>

1475) All of the following are examples of external forces for change **EXCEPT:**

Workforce diversity

Globalization

Company Crisis

Ethical behavior

http://docs.google.com/viewer?a=v&q=cache:MDtRc4o5LJsJ:managementconsultingcourses.com/Lesson37OrganizationalChange.pdf+external+forces&hl=en&gl=pk&pid=bl&srcid=ADGEESjmmxVNB9jBnCk46Kw6hwbxQtgp7UBv2O5ykvNCmSTG2OuhXnY5ibebEefpMrJYEXblZrOZ68Wyk3yxLFjAu8ZEO6cmmacuLjtG0Kqvteyt2nbouU8Jm6bBNwmdidHDj_Ds_2_u&sig=AHIEtbSESsgO0hNmhb_lsAuO0GtIyhmMrw

1476) All of the following are examples of external forces for change **EXCEPT:**

Changing work climate

Workforce diversity

Globalization

Ethical behavior

http://docs.google.com/viewer?a=v&q=cache:MDtRc4o5LJsJ:managementconsultingcourses.com/Lesson37OrganizationalChange.pdf+of+external+forces+for+change+Workforce+diversity+Globalization+Company+Crisis+Ethical+behavior&hl=en&gl=pk&pid=bl&srcid=ADGEESjmmxVNB9jBnCk46Kw6hwbxQtgp7UBv2O5ykvNCmSTG2OuhXnY5ibebEefpMrJYEXblZrOZ68Wyk3yxLFjAu8ZEO6cmmacuLjtG0Kqvteyt2nbouU8Jm6bBNwmdidHDj_Ds_2_u&sig=AHIEtbSESsgO0hNmhb_lsAuO0GtIyhmMrw

1477) Which of the following is the individual source of resistance to change?

Structural inertia

Threat to expertise

Dislike of change agent

Threatened power

http://webcache.googleusercontent.com/search?q=cache:Q0r4rWxqqVsJ:www.unitar.org/hiroshima/sites/unitar.org.hiroshima/files/5_AF08_WSIII_Managing_Organizational_Change.pdf+organizational+source+of+resistance+to+change+threatened+power&cd=8&hl=en&ct=clnk&gl=pk

1478) Which of the following is the individual source of resistance to change?

Structural inertia

Threat to expertise

New social relationships

Threatened power

http://webcache.googleusercontent.com/search?q=cache:Q0r4rWxqqVsJ:www.unitar.org/hiroshima/sites/unitar.org.hiroshima/files/5_AF08_WSIII_Managing_Organizational_Change.pdf+organizational+source+of+resistance+to+change+threatened+power&cd=8&hl=en&ct=clnk&gl=pk

1479) Which of the following is the process of planned change and improvement of the organization through application of knowledge of the behavioral science?

Organizational culture

Organizational theory

Organizational Change

Organizational Development

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA504&lpg=PA504&dq=is+the+process+of+planned+change+and+improvement+of+the+organization+through+application+of+knowledge+of+the+behavioral+science&source=bl&ots=TPo_3eUheO&sig=4mM27mZ4L0OXDAgHY_tpfX2XrQo&hl=en&ei=P4Y9TLqbOYGgkQWZzoGIDA&sa=X&oi=book_result&ct=result&resnum=5&ved=0CCEQ6AEwBA#v=onepage&q&f=false

1480) Which of the following can be termed as organizational development program?

Switching from manual to computerized system

Technological change

Total Quality Management

Designing changes for other organization

<http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA504&lpg=PA504&dq=is+the+pr>

www.vuzs.net

http://books.google.com.pk/books?id=9-jcsiS8RSOC&pg=PA460&lpg=PA460&dq=Individual+task+outcomes&source=bl&ots=0lwVDExzul&sig=j-3JStL0et7CLtT0T1QsLYaaVTQ&hl=en&ei=F4o9TK7lMdGGkAWG69ikDA&sa=X&oi=book_result&ct=result&resnum=7&ved=0CDQQ6AEwBg#v=onepage&q=Individual%20task%20outcomes&f=false

1484) The behavior of people is influenced by which of the following factors?

Psychological needs

Individual drives

Social roles and status

All of the given options

1485) Which of the following is defined as intellectual and mechanical processes used by an organization to transform inputs into products or services?

Mechanism

Technology page 12.

Operational system

Information system

Technology - the intellectual and mechanical processes used by an organization to transform inputs into products or services that meet

1486) Which of the following is not one of the types of attitude?

Job satisfaction

Job Involvement

Organizational Behavior page 29

Organizational commitment

1487) Which of the following is NOT included in the ways employees can express dissatisfaction?

Exit

Voice

Loyalty

Noise page31

1488) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?

Terminal values

Instrumental values page 25

Theoretical values
Social values

1489) The relatively stable set of psychological attributes that distinguishes one person from another is called _____

Attitude

Personality

Perception

Mind-set

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=stable+set+of+psychological+attributes+that+distinguishes+one+person+from+another&source=bl&ots=TPo_3eWgcW&sig=2dzcA6ITvsBSrw-ejaSYITIBWcY&hl=en&ei=oI09TJDID4-gkQW2wqiyDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=stable%20set%20of%20psychological%20attributes%20that%20distinguishes%20one%20person%20from%20another&f=false

1490) According to e:

Caring and dependable

Flexible and risk taker page 35

Outgoing and talkative

Tolerant and self-hearted

1491) Mr. Abad thinks that his own actions and behaviors have an impact in determining what happens to him. What do you think he has?

Core locus of control

Personal Locus of control

Internal Locus of control page 35

External Locus of control

1492) Which of the following is the dimension of emotional intelligence that describes the ability to manage your own emotions and impulses?

Self-awareness

Self-management page 41

Commitment

Social-skills

Reference:

Self-management. The ability to manage one's own emotions and impulses.

1493) Which of the following is NOT a factor in the individual perceiver?

Attitude

Motive

Location

Perception

Ref: The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations

1494) A decision making model that describes how individuals should behave in order to maximize some outcomes is:

Rational decision making page 52

Bonded rational model

Intuitive decision making

Contingent decision making

1495) What is the first step in the Rational Decision-Making Model?

Defining the problem

Weighing the decision criteria

Identifying the decision criteria

Developing alternatives

1496) Which of the following is NOT an assumption of the rational decision-making model?

The decision maker has complete information

The decision maker is aware of all consequences

The decision maker can identify all the relevant criteria

The decision maker is constrained by time and costs page 53

1497) If someone wishes to emphasize the importance of making decisions consistent with fundamental liberties and privileges, the focus of his/her teaching will be on which of the following?

Rights

Privilege

Justice

Utilitarianism

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA129&dq=decisions+consistent+with+fundamental+liberties+and+privileges&hl=en&ei=dZE9Tfv5LMuHkQWq2bmuDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCYQ6AEwAA#v=onepage&q=decisions%20consistent%20with%20fundamental%20liberties%20and%20privileges&f=false

1498) According to attribution theory, which of the following is an internally caused behavior?

Working late in order to get a promotion page 48

Arriving at work late because heavy traffic

Working weekends because of your employer's orders

Depending on luck for success

1499) Amna is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Amna most likely using?

Prototyping

Contrast effect

Halo effect

Projection page 49

• **Projection**

– Attributing one's own characteristics to other people

1500) Which level of Maslow's hierarchy of needs deals with satisfying one's hunger, thirst, and need for sex?

Esteem

Safety

Physiological page60

Social

1501) Sheraz wants to become a surgeon, not only because achieving this goal will give him self-respect and autonomy, but also because he wants a job with high status and recognition from others. Which of Maslow's needs is Sheraz trying to fill?

Self-actualization

Social

Esteem page60

Safety

1502) Hassan derives a great sense of belongingness, acceptance and friendship from his relationships with his extended family. Which of Maslow's needs is Hassan fulfilling through these relationships?

Self-actualization

Esteem

Social Page 60

Physiological

Maslow's Hierarchy of Needs

Social needs: affection, belongingness, acceptance, and friendship.

1503) What is the primary organizational factor that satisfies people's physiological needs?

Relationship

Recognition

Pay page60

Admiration

1504) Which of Maslow's needs best approximates McClelland's need for achievement?

Esteem

Self-actualization page63

Physiological

Social

1505) Which of the following is **NOT** a comparison an employee can use in equity theory?

Self-inside

Self-goal

Other-outside

Self-outside

<http://webcache.googleusercontent.com/search?q=cache:Bg1oNWWbn2QJ:www.slideshare.net/gurdeep1211/ob-8-presentation+equity+theory+Self-inside+Self-goal+Other-outside+Self-outside&hl=en&gl=pk&strip=1>

1506) The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship.

Performance-reward page66

Effort-performance

Reward-personal goal
Effort-satisfaction

1507) Which of the following concepts is inconsistent with the expectancy theory of motivation?

Self-interest is pursued
Performance and rewards are related
Attractive rewards will motivate

One's inputs and outputs are compared to another's

<http://www.flashcardmachine.com/organizational-behavior1.html>

1508) What is the largest demographic change in the last few years in Pakistani workforce?

Increasing ethnic diversity
A fall in married workers
Increasing age of workers

More women in the workforce

Reference:

Page 20

1509) What is the name for an incentive plan where improvements in group productivity determine the total amount of money that is allocated?

Gainsharing

Profit-sharing
Piece rates
Employee ownership

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA180&lpg=PA180&dq=incentive+plan+where+improvements+in+group+productivity+determine+the+total+amount+of+money+that+is+allocated&source=bl&ots=0lwVD Ezzvo&sig=1wz7ya6FwoyZhss8_qCV3mEkuwc&hl=en&ei=9JE9TKyPIMqHkQX11MGkDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=incentive%20plan%20where%20improvements%20in%20group%20productivity%20determine%20the%20total%20amount%20of%20money%20that%20is%20allocated&f=false

1510) In which of the following situation Synergy is most likely to occur?

The activities of all group members are fully dependent on one another
The performance of one member of a group affects what other members do
Group members must perform specific behaviors in a predetermined order

Group members acting together produce more or better output than alone page 82

<http://groups.google.com/group/vuuzs>
www.vuuzs.net

1511) Which of the following type of teams would most likely empower its team members to make work-related decisions?

Technical

Self-managed page 88

Problem-solving

Cross functional

1512) Which of the following is true about virtual teams?

There is an absence of verbal cues

There is limited social context

People collaborate online

All of the given options page 89

1513) All of the following are problem solving techniques EXCEPT:

Consensus

Brainstorming

Nominal Group Techniques

Synergy

Group Problem Solving Techniques

- Consensus presenting opinions and gaining agreement to support a decision
- Brainstorming process to generate a quantity of ideas
- Nominal Group Technique process to generate ideas and evaluate solutions
- Delphi Technique process to generate ideas from physically dispersed experts
- Computer-Aided Decision Making

1514) Which of the following statement best defines leadership?

Implementing the strategy provided by management

Least concerned in bringing organizational change

Coordinating and handling day-to-day problems

The ability to influence a group in goal achievement page 102

1515) Which of the following leadership style gave the group members complete freedom?

Autocratic

Democratic

Laissez-faire

Consideration

http://findarticles.com/p/articles/mi_m0NXD/is_4_11/ai_n25115242/

1516) Which of the following is a behavioral theory of leadership?

Trait theory

Fiedler model

Ohio State studies page 106

Equity Theory

1517) In the communication process, which of the following steps occurs first?

Transmitting

Decoding

Encoding

Understanding

1518) Which of the following is the product of a sender's encoding?

Channel

Message

Transmission

Medium

1519) If Ali is apprehensive regarding oral communication, which of the following behaviors is he least likely to display?

He prefers to talk on the phone

He prefers to send emails

He relies on memos or letters

He avoids face-to-face communication

1520) Which of the following is an important nonverbal component of communication?

Written memo

Paraphrase

Eye contact

E-mail

1521) The ability to do speedy and accurate arithmetic is called:

Verbal Comprehension

Number aptitude

Perceptual Speed

Memory

<http://www.wikijob.co.uk/wiki/perceptual-speed>

- 1522) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show.

Felt

Displayed

Conditional

Exposed

- 1523) A group composed of MBA marketing students similar in age, type of problem, and personality characteristics can be called _____

A homogeneous group

A heterogeneous group

A command group

A task group

http://books.google.com.pk/books?id=rn_sHk_1Jw0C&pg=PA97&lpg=PA97&dq=homogeneous+group+is+similar+in+age,+type+of+problem,+and+personality+characteristics&source=bl&ots=zH3Z3t_y9d&sig=S_MKbsGHCvI0gfqS2HvGudyZzKA&hl=en&ei=6qU9TJ2VKo2TkAWS_W5Dw&sa=X&oi=book_result&ct=result&resnum=5&ved=0CCUQ6AEwBA#v=onepage&q=homogeneous%20group%20is%20similar%20in%20age%2C%20type%20of%20problem%2C%20and%20personality%20characteristics&f=false

- 1524) _____ The opinion or belief segment of an attitude is described by which component of attitude?

Cognitive

Affective

Behavioral

Behavior intension

<http://webcache.googleusercontent.com/search?q=cache:MEs1IGdINhQJ:www.slideshare.net/sr-macalinao/employee-attitude-and-their-effects+opinion+or+belief+segment+of+an+attitude&hl=en&gl=pk&strip=1>

- 1525) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?

Terminal values

Instrumental values page 25

Theoretical values

Social values

1526) Which of the following country is a representative of collectivism as a nation i.e. group harmony, cohesiveness, consensus and corporation?

Canada

Japan

United States

Cape Town

1527) Guatemala is a country where inequalities exist showing gap between rich and poor. Which of the following value is truly representing the state of Guatemala?

Power distance

Individualism

Collectivism

Uncertainty avoidance

1528) The Big Five model is related to _____

Perception

Personality Page 34

Experience

Culture

1529) Which dimension of the Big Five model refers to be pleasant and accommodating in social situations?

Extroversion

Openness to experience

Emotional stability

Agreeableness

<http://en.wikipedia.org/wiki/Agreeableness>

1530) Which of the following is NOT one of the traits according to the Big Five Model?

Conscientiousness

Extroversion

Agreeableness

Self actualization

1531) Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

Felt Emotions

Displayed Emotions page 39.

Moods

Emotional Intelligence

Displayed emotions are those that are organizationally required and considered appropriate in a given job.

1532) Which of the following is **NOT** one of the six universal emotions, as agreed upon by most contemporary researchers?

Anger

Fear

Hate page 39

Sadness

1533) Sana is a group leader at interior designing firm. She is concerned with the achievement of her peers and subordinates, she appreciate their suggestions and motivates them to come up with something new and unique. Which of the following is Sana's style?

Conceptual

Behavioral page 55

Directive

Analytical

1534) "Just because he was late in his first class, his teacher thinks he is irresponsible student". Which error teacher has committed in this case?

Selective perception

Stereotyping

Halo effect

Social perception

1535) It is not possible for Mr. Asim to understand everything he sees, he notices a few of the things, we can say that he engages in:

Assimilating

Selective perception

Halo Effect

Target Perception

1536) According to attribution theory, which of the following is an example of externally caused behavior?

An employee is late because of a flat tire.

An employee was promoted because of his abilities

An employee was fired because he slept on the job.

An employee was promoted because he was hard working.

- 1537) According to attribution theory, if someone shows different behaviors in different situations then this can be termed as _____.

Consensus

Distinctiveness

Reliability

Consistency

- 1538) Which of the following statement **best** describes “motivation?”

Results in a level of efforts put by a group

Intensifies an individual's efforts from others

Guides an individual's efforts towards a goal page 59

Meets an individual's needs, wants and demands

Ref: **Motivation**

“A state of mind, desire, energy or interest that translates into action”

or

“The inner drive that directs a person's behavior toward goals

- 1539) Shahid is a salaried employee whose job is to proof read legal documents. He discovers that he is paid substantially more than his colleagues, even though their jobs and performances are very similar. What is likely to be his reaction to this discovery according to equity theory?

The quantity of documents he proofreads will decrease

The quality of documents he proofreads will decrease

The quantity and/or the quality of documents he proofreads will increase

There will be no effect of this fact on his performance

- 1540) The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship.

Performance-reward page66

Effort-performance

Reward-personal goal

Effort-satisfaction

1541) Two-factor theory suggests that dissatisfaction is caused by extrinsic factors. Which of the following is an example of such a factor?

Advancement

Working condition

Achievement

Recognition

1542) What continuum in the two-factor theory is made up of the hygiene factors?

No dissatisfaction to dissatisfaction

No dissatisfaction to satisfaction

Satisfaction to no satisfaction

Satisfaction to dissatisfaction

http://books.google.com.pk/books?id=F1c3wHNDf-wC&pg=PA391&lpg=PA391&dq=No+dissatisfaction+to+dissatisfaction&source=bl&ots=n22F8T5WyM&sig=pHgO63oA8xPOFvmPUFQS1F2ToTQ&hl=en&ei=Tdg5TN3zE4m2rAfSlS3CA&sa=X&oi=book_result&ct=result&resnum=9&ved=0CD0Q6AEwCA#v=onepage&q=%20No%20dissatisfaction%20to%20dissatisfaction&f=false

1543) Which of the following is NOT a biographical characteristic?

Region

Age

Sex

Tenure

Reference: Page 16

Age

- Gender
- Marital status
- Length of service, etc.

1544) Which of the following statements concerning tenure is **NOT** true?

Tenure does not appear to be a good predictor of employee productivity

Tenure and satisfaction are positively related

Tenure is a good variable in explaining turnover

Tenure and organizational investment are negatively related

<http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT66&lpg=PT66&dq=Tenure+does+not+appear+to+be+a+good+predictor+of+employee+productivity&source=bl&ots=9vx1g8LV5A&sig=0HItdt8YIaWqk7yp0WeQHv->

ke5Q&hl=en&ei=8Ms9TLCdKY2gkQXZwpmkDA&sa=X&oi=book_result&ct=result&resnu m=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

1545) What does MBO provide for the individual employee?

Specific performance objectives Page 71

Precise job descriptions
Clear direction and purpose
Higher salaries

MBO's appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

1546) Who sets MBO objectives?

The immediate supervisor
The superior and subordinate
The head of department
The employees themselves

1547) Which of the following are all forms of variable-pay programs?

Wage incentive plans, flextime, piece-rate
Piece-rate, wage incentive plans, gain sharing
Profit-sharing, lump-sum bonuses, extended vacations
Retirement benefits, extended vacations, flextime

Pay and Motivation

1. Variable Pay Programs can take the form of piece-rate plans, wage incentives, profit sharing, bonuses, and gain-sharing.

1548) Which of the following is one advantage of variable pay plans to management?

They turn fixed labor costs into variable labor costs

They turn low producers into high producers
They turn slow employees into fast employees
They turn high fixed costs into low fixed costs

1549) Which of the following statements **most** accurately describes interest groups?

They are longer lasting than friendship groups
They are formed because of some common objective
They are governed by labor laws
They are likely to involve great social conflict

1550) Teams typically outperform individuals when the tasks being completed

Require multiple skills

Require judgment

Require experience

All of the given options

<http://webcache.googleusercontent.com/search?q=cache:jctn2iNywhEJ:59.74.71.99/2010/glx/jiaoan/ja-e/chapt09.doc+Teams+typically+outperform+individuals+when+the+tasks+being+completed&cd=2&hl=en&ct=clnk&gl=pk>

1551) Team members with good listening, feedback, and conflict resolution skills possess _____.

Technical expertise

Problem-solving skills

Decision-making skills

Interpersonal skills

1552) Which of the following is one of the drawbacks of a small team?

Lack for diversity of views

Less chances of disagreement

Less rigidity

Less difficult to assemble

1553) Individual decisions are generally preferable to group decisions when which of the following is required?

Speed

Creativity

Acceptance

Quality

1554) The main difference between a leader and a manager is:

Managers seek change and leaders don't

Leaders are thought of as better people because they don't punish

Leaders are advocates for change, and managers for the status quo

Managers are concerned with people, and leaders with events

1555) Which of the following is a behavioral theory of leadership?

Trait theory

Fiedler model

Ohio State studies page 106

Equity Theory

- 1556) According to the Ohio State studies, the extent to which a leader's behavior is directed toward getting the job done is called:

Initiating structure

Consideration

Maximization

Path-goal

http://changingminds.org/disciplines/leadership/actions/ohio_state.htm

- 1557) A leader high in initiating structure would do which of the following?

Exhibit laissez-faire type of leadership

Maximize leader-member relations

Assign group members to particular tasks

Empower employees to make their own decisions

- 1558) The graphic portrayal of a two-dimensional view of leadership styles by Blake and Mouton is known as:

Least preferred co-worker scale

Leader-participation model

Autocratic-democratic continuum

Managerial grid

http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT263&lpg=PT263&dq=graphic+portrayal+of+a+two-dimensional+view+of+leadership+styles+by+Blake+and+Mouton+is+known+as&source=bl&ots=9vx1g9GW3B&sig=1OfEPxbEf8TYupU2FRTJIIPSkA&hl=en&ei=yd89TMTFJoygkQX42sSkDA&sa=X&oi=book_result&ct=result&resnum=7&ved=0CCoQ6AEwBg#v=onepage&q&f=false

- 1559) The means by which a communication is passed is called:

Medium

Instrument

Conductor

Transmission

- 1560) Bulletin, notice boards, circulars are considered to be which type of communication?

Upward communication

Downward communication

Horizontal communication

Lateral communication

1561) Which of the following is an important nonverbal component of communication?

Written memo

Paraphrase

Eye contact

E-mail

1562) Which of the following communication network occurs when a checkout clerk reports to a department manager, who in turn reports to a store manager, who reports to a regional manager?

Wheel

All-channel

Chain

Horizontal

1563) The _____ network best serves to promote high member satisfaction.

Direct

Circle

Wheel

All-channel

Ref:

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT247&lpg=PT247&dq=network+is+best+if+you+are+concerned+with+high+member+satisfaction&source=bl&ots=JFetK0rVJY&sig=bRfCm92nSZse5_CxrHtrOzjkb-Y&hl=en&ei=ek8qTLyrMlrRce_s8JQD&sa=X&oi=book_result&ct=result&resnum=7&ved=0CDEQ6AEwBg#v=onepage&q=network%20is%20best%20if%20you%20are%20concerned%20with%20high%20member%20satisfaction&f=false

1564) Which one of the following is NOT a characteristic of group in organization?

Common goal

Interaction with one another

Accept expectations and obligations

Mutually independent

1565) Jobs in which success demands stamina, leg strength and manual dexterity require management to identify an employee's which characteristics?

Physical abilities page 21

Motor abilities

Mental abilities

Emotional abilities

1566) Which of the following communication network is best illustrated by an unstructured committee?

Vertical

Wheel

All-channel page100

Chain

1567) When all communication is channeled through one person, which of the following communication network exists?

All-channel

Chain

Horizontal

Wheel page100

1568) Formal guidelines and authority hierarchies are examples of which function of communication?

Control

Agreement

Motivation

Information

<http://managementconsultingcourses.com/Lesson13Communication.pdf>

1569) Which of the following is an example of downward communication flow?

Suggestion boxes

Discussing problem with boss

Feedback on job performance

Letters to your boss

1570) The means by which a communication is passed is called:

Medium

Instrument

Conductor

Transmission

1571) On the Leadership Grid, a manager who has a medium concern for both, people and production is a (n):

Team manager

Country club manager

Middle of the road manager

Authority-obedience manager

<http://www.referenceforbusiness.com/management/Int-Loc/Leadership-Theories-and-Studies.html>

1572) If a leader's main concern is accomplishing his/her group's tasks, the University of Michigan studies label this leader as:

Production-oriented page 107

Laissez-faire

Consideration-oriented

Employee-oriented

1573) Which of the following are the two dimensions of leadership behavior identified in the University of Michigan studies?

Emotional and rational

Autocratic and democratic

Initiating structure and consideration

Employee-oriented and production-oriented page 107

1574) If trait theories of leadership are valid, then leaders are ____.

Educated

Trained

Born page 106

Authoritarian

Ref • Trait theories assumption: Leadership is basically inborn, therefore we could select the right leaders.

1575) The main difference between a leader and a manager is:

Managers seek change and leaders don't

<http://groups.google.com/group/vuzs>

www.vuzs.net

Leaders are thought of as better people because they don't punish

Leaders are advocates for change, and managers for the status quo

Managers are concerned with people, and leaders with events

1576) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

Groupthink

Nominal group page92

Brainstorm

Electronic meeting

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA232&lpg=PA232&dq=most+restricts+discussion+or+interpersonal+communication+during+the+decision-making+process&source=bl&ots=0lwVDGBvsl&sig=HzYcgmuXbyQMCeBC-Q6KVjU6mnE&hl=en&ei=Muy9TKr7MYuUkAWSirWkDA&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBcQ6AEwAQ#v=onepage&q=most%20restricts%20discussion%20or%20interpersonal%20communication%20during%20the%20decision-making%20process&f=false

1577) Which of the following is a tendency for members of a cohesive group to reach decisions without weighing all the facts, especially those contradicting the majority opinion?

Group conformity

Group shift

Groupthink page 136

Social loafing

<http://allpsych.com/dictionary/g.html>

1578) What is generally the result of groupthink?

Higher quality decisions

More risky decisions

Less critical analysis

Unpopular decisions

http://books.google.com.pk/books?id=TAaDaezB_8C&pg=PA448&dq=critical+analysis++groupthink&hl=en&ei=Yeg9TMXwF4WecarwvaIB&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=critical%20analysis%20%20groupthink&f=false

1579) Which of the following is true about virtual teams?

There is an absence of verbal cues

There is limited social context

People collaborate online

All of the given options

1580) Which of the following helps to explain the current popularity of teams?

Easy to manage

Less expensive

Use employee talents better page 84

Promote socialization

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA141&dq=current+popularity+of+teams+Use+employee+talents+better&hl=en&ei=pOo9TLHFC8LIcYC0iKIB&sa=X&oi=book_result&ct=result&resnum=3&ved=0CDAQ6AEwAg#v=onepage&q=current%20popularity%20of%20teams%20Use%20employee%20talents%20better&f=false

1581) Which of the following statements concerning tenure is NOT true?

Tenure does not appear to be a good predictor of employee productivity

Tenure and satisfaction are positively related

Tenure is a good variable in explaining turnover

Tenure and organizational investment are negatively related

http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT66&lpg=PT66&dq=Tenure+does+not+appear+to+be+a+good+predictor+of+employee+productivity&source=bl&ots=9vx1g8LV5A&sig=0HItd8YIaWqk7yp0WeQHv-keb5Q&hl=en&ei=8Ms9TLCdKY2gkQXZwpmkDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

1582) What other name is the two-factor theory known by?

Theories X and Y

Motivator-Hygiene Theory page 60

Hierarchy of Needs Theory

Satisfaction/Dissatisfaction Theory

1583) Which of the following method is used for strengthening desirable behavior?

Negative Reinforcement

Neutral Reinforcement

Pleasant Reinforcement

Positive Reinforcement

http://books.google.com.pk/books?id=PLxI0xTMCEoC&pg=PA69&lpg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEyZ9&sig=fWWumAPIENlimnCl-vthDThJolM&hl=en&ei=Pdk4TICSNoXCrAeE0d2DCQ&sa=X&oi=book_result&ct=result&resnum=3&ved=0CB0Q6AEwAg#v=onepage&q&f=false

1584) How does McClelland define the need for affiliation?

Drive to excel, to strive to succeed

Need to make others behave in a novel way

Desire for friendship and mutual understanding page 63

The desire to control & influence their behavior

1585) Who developed ERG theory?

McClelland

Maslow

Alderfer page 61

Ouchi

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation.

1586) Maslow's hierarchy of needs arranges those needs in which of the following orders?

Physiological, esteem, safety, social, and self-actualization

Physiological, safety, social, esteem, and self-actualization page 60

Safety, physiological, esteem, social, and self-actualization

Physiological, social, safety, esteem, and self-actualization

1587) What are the three key elements of motivation?

Interest, activity and reward

Awareness, effort and outcome

Stimulation, progress and achievement

Intensity, direction and persistence page 59

Key Elements of Motivation

Intensity

Direction

Persistence

1588) Amna is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Amna most likely using?

Prototyping

Contrast effect

Halo effect

Projection page 49

• **Projection**

– Attributing one's own characteristics to other people

1589) Asma is experiencing conveyance problem for her college pick and drop. She decides to use the rational decision-making model to decide what to do. What might be the next step she takes if she follows this model?

Define the problem

Identify the decisions criteria

Evaluate other available alternatives

Select the best alternative

<http://www.decision-making-confidence.com/rational-decision-making-models.html>

The Six-Step Rational Decision-Making Model

1. Define the problem.
2. Identify decision criteria
3. Weight the criteria
4. Generate alternatives
5. Rate each alternative on each criterion
6. Compute the optimal decision

1590) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

Situation

Perceiver

Reality

Target

1591) What is the most relevant application of perception concepts to OB?

The perceptions people form about each other

The perceptions people form about their employer

The perceptions people form about society

The perceptions people form about external reality

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA119&lpg=PA119&dq=most+relevant+application+of+perception+concepts+to+OB&source=bl&ots=0lwVDHACvo&sig=aqP41WMlk07mN32jrQWaZZ78IL0&hl=en&ei=OAw-TOztEZCTkAWWlbzQDg&sa=X&oi=book_result&ct=result&resnum=3&ved=0CBsQ6AEwAg#v=onepage&q=most%20relevant%20application%20of%20perception%20concepts%20to%20OB&f=false

1592) Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?

People are more conscientious when they are in a good mood

People are more efficient when they are in a good

People are more productive when they are in a good mood

People are more creative when they are in a good mood

<http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA118&dq=People+are+more+creative+when+they+are+in+a+good+mood&hl=en&ei=3ww->

[TMj3MluqcbGauaIB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=People%20are%20more%20creative%20when%20they%20are%20in%20a%20good%20mood&f=false](http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA118&dq=People+are+more+creative+when+they+are+in+a+good+mood&hl=en&ei=3ww-TMj3MluqcbGauaIB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=People%20are%20more%20creative%20when%20they%20are%20in%20a%20good%20mood&f=false)

1593) Which of the following statement is true regarding Big five Model?

The Big Five traits are related to intrinsic motivational factors

The Big Five traits are related to extrinsic motivational factors

The Big Five traits are related to both intrinsic and extrinsic factors page 34

The Big Five traits have no relationship to motivational factors

1594) The degree to which people value relationships and show sensitivity and concern for the welfare for others is called:

Quantity of life

Quality of life page 26

Long-term orientation

Social Loafing

1595) All of the following are sources of the values EXCEPT:

External Reference Groups

Role Models

Achievement page 25

Teachers

Sources of values

- Parents.
- Friends.
- Teachers.
- Role models.
- External reference groups.

1596) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?

Terminal values

Instrumental values page 25

Theoretical values

<http://groups.google.com/group/vuzs>

www.vuzs.net

Social values

1597) Which of the following is NOT one of the scales to measure job satisfaction?

Minnesota Satisfaction Questionnaire

The Faces Scale

The mentor scale page 30

Descriptive Index

1598) Following a response by the termination or withdrawal of something unpleasant is called-----.

Positive reinforcement

Extinction

Negative reinforcement

Punishment

Ref: The withdrawal of negative consequences to increase the likelihood of repeating the desired behavior in similar settings.

1599) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

Classical conditioning

Social learning

Operant conditioning

Reinforcement theory

1600) Which of the following are identified as new managerial functions?

Planning and organizing

Leading and controlling

Directing and monitoring

TQM and continuous improvement page 8

1601) Mr. Ahmed is responsible to transmit information to outsiders on organization's plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator

Spokesperson page 9

Representative

Figurehead

1602) The greatest contribution of which one of the following to OB is through their study of group behavior in organizations, particularly formal and complex organizations?

Psychology

Sociology

Anthropology

Social Psychology

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA5&dq=OB+is+through+their+study+of+group+behavior+in+organizations,+particularly+formal+and+complex+organizations&hl=en&ei=Nxo-TM2GE8q2cZ698aIB&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCgQ6AEwAA#v=onepage&q=OB%20is%20through%20their%20study%20of%20group%20behavior%20in%20organizations%2C%20particularly%20formal%20and%20complex%20organizations&f=false

1603) If a manager is responsible to define goals, establish an overall strategy for achieving those goals and matching activities accordingly, then which one of the following functions is he/ she performing.

Planning page 7

Organizing

Leading

Controlling

Planning requires a manager to:

- Define goals (organizational, departmental, worker levels)
- Establish an overall strategy for achieving those goals
- Develop a comprehensive hierarchy of plans to integrate and coordinate activities.

1604) The behavior of people is influenced by which of the following factors?

Psychological needs

Individual drives

Social roles and status

All of the given options

1605) The greatest contribution of which one of the following to OB is through their study of group behavior in organizations, particularly formal and complex organizations?

Psychology

Sociology

Anthropology

Social Psychology

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA5&dq=OB+is+through+their+study+of+group+behavior+in+organizations,+particularly+formal+and+complex+organizations&hl=en&ei=Nxo-TM2GE8q2cZ698aIB&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCgQ6AEwAA#v=onepage&q=OB%20is%20through%20their%20study%20of%20group%20behavior%20in%20organizations%2C%20particularly%20formal%20and%20complex%20organizations&f=false

1606) Which one of the following set of skills is best representing the required competencies of managers?

Technical skills, human skills and conceptual skills page 9

Leading skills, motivational skills and human skills

Organizing skills, interpersonal skills and leading skills

Motivating skills, intrapersonal skills and conceptual skills

1607) The smell of fresh cake baking makes Saima's mouth water is an example of which one of the following learning theory?

Classical conditioning

Social learning

Operant conditioning

Reinforcement theory

1608) Managers should be interested in their employees' attitudes because:

Attitudes influence behavior and perception

Attitudes give warning signs of potential problems

Attitudes are associated with job satisfaction

All of the given options page 28

1609) Which of the following is NOT one of the scales to measure job satisfaction?

Minnesota Satisfaction Questionnaire

The Faces Scale

The mentor scale page 30

Descriptive Index

1610) Zahra's personality shows that she is dependable, well organized, and responsible. According to the Big Five model; which of the following is the right dimension for describing Zahra's personality?

Agreeableness

Emotional stability

Extroversion

Conscientiousness page 35

1611) Which of the following are the categories into which emotions are usually grouped?

Simple and Complex

Positive and Negative page 38

Positive and Complex

Complex and Negative

1612) Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

Felt Emotions

Displayed Emotions page 39.

Moods

Emotional Intelligence

Displayed emotions are those that are organizationally required and considered appropriate in a given job.

1613) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Deviant Workplace Behavior page 42

Emotional Labor

Emotional disorder

None of the given options

1614) What do we call the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment?

Environmental analysis

Social verification

Outlook

Perception page44

1615) The awareness that a problem exists and that a decision needs to be made is a/an:

Perceptual issue page 52

Emergency issue

Cognitive issue

Ethical issue

1616) Which of the following is NOT an assumption of the rational decision-making model?

The decision maker has complete information

The decision maker is aware of all consequences

The decision maker can identify all the relevant criteria

The decision maker is constrained by time and costs page 53

1617) According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

Bounded Rational Page 53

Three Component Model

Contingency

Rational

1618) How is the satisficing decision maker best characterized?

As using rationality

As using bounded rationality page 53

As using creativity

As relying on others to make decisions

1619) Which of the following is NOT an ethic in decision making?

Utilitarianism

Focus on right

Focus on justice

Favoritism Page 56

1620) Which of the following statements is NOT an example of stereotyping?

There is no need to offer child-care to him; men aren't interested in child care

Don't hire an older worker; they can't learn new skills

She was good at her last job, so she will be good at this one page 46

She won't relocate for a promotion, since women don't relocate

1621) What is the primary organizational factor that satisfies people's physiological needs?

Relationship

Recognition

Pay page60

Admiration

1622) Who developed ERG theory?

McClelland

Maslow

Alderfer page 61

Ouchi

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation.

1623) Shahid is a salaried employee whose job is to proof read legal documents. He discovers that he is paid substantially more than his colleagues, even though their jobs and performances are very similar. What is likely to be his reaction to this discovery according to equity theory?

The quantity of documents he proofreads will decrease

The quality of documents he proofreads will decrease

The quantity and/or the quality of documents he proofreads will increase

There will be no effect of this fact on his performance

1624) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers page 17

Older employees have lower rates of unavoidable absence than younger workers

Older employees are more likely to quit their job than younger workers

Older employees are perceived to be more flexible than younger workers

1625) Research does NOT support which of the following statements about gender in the workplace?

Women are more willing to conform to authority than men

Men are more aggressive than women

Women are more productive at work than men page 17

Men have higher expectations of success

1626) Which of the following is NOT one of the most widely used variable-pay programs?

Piece-rate wages

Merit-based pay

Fixed pay page 72

Profit sharing plans

1627) In which of the following situation Synergy is most likely to occur?

The activities of all group members are fully dependent on one another

The performance of one member of a group affects what other members do

Group members must perform specific behaviors in a predetermined order

Group members acting together produce more or better output than alone page 82

1628) Which of the following is the stage of group development characterized by the development of close relationships and cohesiveness?

Forming

Norming page 80

Storming

Adjourning

1629) Which of the following does NOT explain the characteristics of teams?

Commonality of purpose

Interconnectivity among individual members

Flexibility and degree of responsiveness

Restrictions on expression of ideas

1630) Which of the following is NOT considered an advantage of electronic meetings?

Maintains the secrecy of ideas

Speed up decision making process

Receiving credit for the best ideas

Accurate exchange of opinions

1631) Which of the following statement is true about decision making using nominal group technique?

This method is good to generate a quantity of ideas

This method is good for building group cohesiveness

This method is good for encouraging independent thinking page 92

This method is an inexpensive way of generating maximum ideas

1632) Which of the following is the product of a sender's encoding?

Channel

Message

Transmission

Medium

1633) If Ali is apprehensive regarding oral communication, which of the following behaviors is he least likely to display?

He prefers to talk on the phone

He prefers to send emails

He relies on memos or letters

He avoids face-to-face communication

1634) Sami is developing marketing page for the company web site and is concerned about the appearance of his active links. He seeks reactions from fellow employees. The reactions he seeks are part of the:

Adjourning phase

Encoding phase

Decoding phase

Feedback phase

1635) Which of the following is an important nonverbal component of communication?

Written memo

Paraphrase

Eye contact

E-mail

1636) A communication channel with greater channel richness is most likely to provide:

Greater feedback density

Greater filtering capability

Greater perceptual wellness

Larger amounts of information

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Physical abilities page 21

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- Define goals (organizational, departmental, worker levels)
- Establish an overall strategy for achieving those goals
- Develop a comprehensive hierarchy of plans to integrate and coordinate activities.

1639) A bachelor degree holder is most likely to have a job that requires:

Human skills

Technical skills page 9

Conceptual skills

Leading skills

1640) Which of the following type of values determine the preferences for the means to be used in achieving desired ends?

Terminal values

Instrumental values page25

Theoretical values

Social values

1641) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving, He expresses his dissatisfaction in which of the following ways?

Exit

Voice pae 32

Loyalty

Neglect

Reference:

Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

1642) The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship?

Performance-reward page66

Effort-performance

Reward-personal goal

Effort-satisfaction

1643) The communication used by managers to provide job instructions is an example of:

Downward communication

Lateral communication

Directional communication

Diagonal communication

Ref: In downward communication Organizational decisions are made at top level and then flow down to the people who carry them.

1644) The behavior of people is influenced by which of the following factors?

Psychological needs

Individual drives

Social roles and status

All of the given options

1645) The greatest contribution of which one of the following to OB is through their study of group behavior in organizations, particularly formal and complex organizations?

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Social learning

Operant conditioning

Reinforcement theory

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Attitudes are associated with job satisfaction

All of the given options page 28

1649) Which of the following is NOT one of the scales to measure job satisfaction?

Minnesota Satisfaction Questionnaire

The Faces Scale

The mentor scale page 30

Descriptive Index

Ref: The most widely used scales to measure job satisfaction include the Minnesota Satisfaction Questionnaire, the Faces Scale, and the Job Descriptive Index.

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1657) According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

Bounded Rational Page 53

Three Component Model

Contingency

Rational

Reference: Bounded Rationality; People satisfice—they seek solutions that are satisfactory and sufficient.

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As using bounded rationality page 53

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Don't hire an older worker; they can't learn new skills

She was good at her last job, so she will be good at this one

She won't relocate for a promotion, since women don't relocate

1661) What is the primary organizational factor that satisfies people's physiological needs?

Relationship

Recognition

Pay page60

Admiration

1662) Who developed ERG theory?

McClelland

Maslow

Alderfer page 61

Ouchi

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation.

1663) Shahid is a salaried employee whose job is to proof read legal documents. He discovers that he is paid substantially more than his colleagues, even though their jobs and performances are very similar. What is likely to be his reaction to this discovery according to equity theory?

The quantity of documents he proofreads will decrease

The quality of documents he proofreads will decrease

The quantity and/or the quality of documents he proofreads will increase

There will be no effect of this fact on his performance

1664) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers page 17

Older employees have lower rates of unavoidable absence than younger workers

Older employees are more likely to quit their job than younger workers

Older employees are perceived to be more flexible than younger workers

1665) Research does **NOT** support which of the following statements about gender in the workplace?

Women are more willing to conform to authority than men

Men are more aggressive than women

Women are more productive at work than men

Men have higher expectations of success

1666) Which of the following is **NOT** one of the most widely used variable-pay programs?

Piece-rate wages

Merit-based pay

Fixed pay page 72

Profit sharing plans

1667) In which of the following situation Synergy is most likely to occur?

The activities of all group members are fully dependent on one another

The performance of one member of a group affects what other members do

Group members must perform specific behaviors in a predetermined order

Group members acting together produce more or better output than alone

1668) Which of the following is the stage of group development characterized by the development of close relationships and cohesiveness?

Forming

Norming page 80

Storming

Adjourning

1669) Which of the following statement is true about decision making using nominal group technique?

This method is good to generate a quantity of ideas

This method is good for building group cohesiveness

This method is good for encouraging independent thinking page 92

This method is an inexpensive way of generating maximum ideas

1670) Which of the following is the product of a sender's encoding?

Channel

Message

Transmission

Medium

1671) If Ali is apprehensive regarding oral communication, which of the following behaviors is he least likely to display?

He prefers to talk on the phone

He prefers to send emails

He relies on memos or letters

He avoids face-to-face communication

1672) Sami is developing marketing page for the company web site and is concerned about the appearance of his active links. He seeks reactions from fellow employees. The reactions he seeks are part of the:

Adjourning phase

Encoding phase

Decoding phase

Feedback phase

1673) Which of the following is an important nonverbal component of communication?

Written memo

Paraphrase

Eye contact

E-mail

1674) A communication channel with greater channel richness is most likely to provide:

Greater feedback density

Greater filtering capability

Greater perceptual wellness

Larger amounts of information

1675) Jobs in which success demands stamina, leg strength and manual dexterity require management to identify an employee's which characteristics?

Physical abilities page 21

Motor abilities

Mental abilities

Emotional abilities

1676) If a manager is responsible to define goals, establish an overall strategy for achieving those goals and matching activities accordingly, then which one of the following functions is he/ she performing?

Planning page 7

Organizing

Leading

Controlling

Planning requires a manager to:

- Define goals (organizational, departmental, worker levels)
- Establish an overall strategy for achieving those goals
- Develop a comprehensive hierarchy of plans to integrate and coordinate activities.

1677) A bachelor degree holder is most likely to have a job that requires:

Human skills

Technical skills page 9

Conceptual skills

Leading skills

Reference: Technical Skills

• *The ability to apply specialized knowledge or expertise. All jobs require some specialized expertise, and many people develop their technical skills on the job* Bachelor degree holder will certainly prefer the job that requires his expertise in certain field. Human and conceptual skills are required for the jobs as of disturbance handlers, figure heads and liaison etc.

1678) Which of the following type of values determine the preferences for the means to be used in achieving desired ends?

Terminal values

Instrumental values page25

Theoretical values

Social values

1679) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving, He expresses his dissatisfaction in which of the following ways?

Exit

Voice page 32

Loyalty

Neglect

Reference:

Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

- 1680) The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship?

Performance-reward page66

Effort-performance
Reward-personal goal
Effort-satisfaction

- 1681) The communication used by managers to provide job instructions is an example of:

Downward communication

Lateral communication
Directional communication
Diagonal communication

Ref: In downward communication Organizational decisions are made at top level and then flow down to the people who carry them.

- 1682) Giving an employee a two-day suspension from work without pay for showing up drunk is an example of which of the following:

Punishment

Positive reinforcement
Extinction
Negative reinforcement

- 1683) Rabia is working in a software house. She is a very hard working, motivated to achieve organizational goals and due to her attachment with the organization she wishes to continue her job with the same organization. Her behavior is showing:

Job involvement Page 29

Job satisfaction
Job commitment
Job enrichment

- 1684) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

Moods

Behaviors

Values page 28

Customs

Importance of Values

1. Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

1685) _____ are the preferences concerning the ends to be achieved.

Terminal values page 25

Instrumental values

Theoretical values

Social values

Types of values

– Terminal values.

- Preferences concerning the ends to be achieved.

– Instrumental values.

- Preferences for the means to be used in achieving desired ends.

1686) Which of the following is **NOT** included in the values across cultures?

Uncertainty Avoidance

Power Distance

Assertiveness

Individualism versus collectivism

1687) Which of the following statements is **TRUE** for affect?

Affect is a type of emotion and religion

Affect is a type of mood and environment

Affect can be a mood or an emotion

Affect is the result of conscious thought

1688) The ability of a person to manipulate his/her emotions according to a given situation is called _____.

Emotional Intelligence

Emotional Constraints

Affective Emotions

Cognitive dissonance

1689) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Deviant Workplace Behavior page 42

Emotional Labor
Emotional disorder
None of the given options

1690) What is the most relevant application of perception concepts to OB?

The perceptions people form about each other

The perceptions people form about their employer
The perceptions people form about society
The perceptions people form about external reality

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA119&lpg=PA119&dq=most+relevant+application+of+perception+concepts+to+OB&source=bl&ots=0lwVDHACvo&sig=aqP41WMlk07mN32jrQWaZZ78IL0&hl=en&ei=OAw-TOztEZCTkAWWlbzQDg&sa=X&oi=book_result&ct=result&resnum=3&ved=0CBsQ6AEwAg#v=onepage&q=most%20relevant%20application%20of%20perception%20concepts%20to%20OB&f=false

1691) Whenever Sana is successful she takes full credit for what has happened, but whenever she is unsuccessful she attributes her failure to bad luck or blames one of her fellow employees. She is doing_____.

Self-serving biase

The halo effect
Distinctiveness
Projection

1692) Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer's needs?

Existence

Safety
Growth
Physiological

1693) Which of the following is **NOT** an important issue relating to goal-setting theory?

Defining the goal
Goal difficulty
Goal specificity

Equity among co-workers

Reference:

Page 64

1694) Which of the following is one of the relationships proposed in expectancy theory?

Reward-satisfaction relationship

Satisfaction-performance relationship

Rewards-personal goals relationship

Effort-satisfaction relationship

<http://www.citeman.com/434-expectancy-theory/>

1695) What continuum in the two-factor theory is made up of the hygiene factors?

No dissatisfaction to dissatisfaction

No dissatisfaction to satisfaction

Satisfaction to no satisfaction

Satisfaction to dissatisfaction

http://books.google.com.pk/books?id=F1c3wHNDf-wC&pg=PA391&lpg=PA391&dq=No+dissatisfaction+to+dissatisfaction&source=bl&ots=n22F8T5WyM&sig=pHgO63oA8xPOFvmPUFQS1F2ToTQ&hl=en&ei=Tdg5TN3zE4m2rAfSlS3CA&sa=X&oi=book_result&ct=result&resnum=9&ved=0CD0Q6AEwCA#v=onepage&q=%20No%20dissatisfaction%20to%20dissatisfaction&f=false

1696) Some MBO programs fail to live up to expectations. Which of the following is **NOT** a common reason that MBO programs fail?

Allowing subordinate to participate in setting goals

Unwillingness to reward goal accomplishment

Unrealistic expectations regarding results

Lack of commitment by top management

1697) Who sets MBO objectives?

The immediate supervisor

The superior and subordinate

The head of department

The employees themselves

1698) The tendency of individuals to exert less effort when they work in a group than when they work alone is referred to as:

<http://groups.google.com/group/vuzs>

www.vuzs.net

Sucker effect

Social loafing

Social facilitation

Socialization

1699) Teams generally have a(n) _____ impact on employee motivation.

Inconsistent

Positive

Discouraging

Neutral

1700) Demand on leader is _____ in a team comprising of 2-7 members.

High

Highest

Low

Moderate

1701) Which of the following is one of the drawbacks of a small team?

Lack for diversity of views

Less chances of disagreement

Less rigidity

Less difficult to assemble

1702) Which of the following type of teams allows for collaboration between team members who are physically dispersed?

Local

Global

Virtual

Interactive

1703) Which of the following is true about virtual teams?

There is an absence of verbal cues

There is limited social context

People collaborate online

All of the given options

1704) Which of the following is described as a tendency for group discussion to produce shifts toward more extreme attitudes among members?

Group think

Group shift

Group polarization

Social loafing

<http://webcache.googleusercontent.com/search?q=cache:jpU4nEhHBWMJ:www.csus.edu/indiv/a/antonenl/ppt/ch09.ppt+tendency+for+group+discussion+to+produce+shifts+toward+more+extreme+attitudes+among+members&cd=9&hl=en&ct=clnk&gl=pk>

1705) Which of the following is a group decision making method in which individual members meet face-to-face to pool their judgments in a systematic but independent fashion?

Brainstorming

Groupthink

Nominal group Technique page 92

Delphi model

1706) Which of the following is likely to generate the least innovative alternatives?

Face-to-face interacting groups

Brainstorming

Delphi technique

Nominal group technique

1707) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

Groupthink

Nominal group page92

Brainstorm

Electronic meeting

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA232&lpg=PA232&dq=most+restricts+discussion+or+interpersonal+communication+during+the+decision-making+process&source=bl&ots=0lwVDGBvsl&sig=HzYcgmuXbyQMCeBC-Q6KVjU6mnE&hl=en&ei=Muy9TKr7MYuUkAWSirWkDA&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBcQ6AEwAQ#v=onepage&q=most%20restricts%20discussion%20or%20interpersonal%20communication%20during%20the%20decision-making%20process&f=false

1708) According to Robert House, which of the following statement is true?

Managers use the authority inherent in their designated formal rank

Leaders are the primary agent for bringing organizational change

Leaders establish direction by developing a vision of the future

Leaders align and direct people by communicating their vision

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA290&lpg=PA290&dq=Managers+use+the+authority+inherent+in+their+designated+formal+rank&source=bl&ots=0lwVDMCzsr&sig=luqabQEHb4pqTjaddvqm5--gUeQ&hl=en&ei=ENY-TM-KNsewcbD43MwE&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=Managers%20use%20the%20authority%20inherent%20in%20their%20designated%20formal%20rank&f=false

1709) The University of Michigan researchers concluded that:

Employee-oriented leaders had lower productivity

Employee-oriented leaders had higher productivity

Production-oriented leaders created lower employee satisfaction

Production-oriented leaders created higher employee satisfaction

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA295&lpg=PA295&dq=The+University+of+Michigan+researchers+concluded+that:+Employee-oriented+leaders+had+lower+productivity+Employee-oriented+leaders+had+higher+productivity+Production-oriented+leaders+created+lower+employee+satisfaction+Production-oriented+leaders+created+higher+employee+satisfaction&source=bl&ots=0lwVCJzBpr&sig=YKI9f5YIVHHWbdvUW5PTCGVTqSc&hl=en&ei=M888TJjiB8mJcJfawOUD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

1710) The means by which a communication is passed is called:

Medium

Instrument

Conductor

Transmission

1711) When manager marketing is communicating with the manager production, it is called:

Upward communication

Downward communication

Lateral communication

Vertical communication

http://books.google.com.pk/books?id=KMtYp2jAgbwC&pg=PA62&dq=Lateral+communication+Organizational+Behavior&hl=en&ei=p9c-TP3KBIT6cPrpoNsE&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=Lateral%20communication%20Organizational%20Behavior&f=false

1712) Sami is developing marketing page for the company web site and is concerned about the appearance of his active links. He seeks reactions from fellow employees. The reactions he seeks are part of the:

Adjourning phase

Encoding phase

Decoding phase

Feedback phase

1713) Memos, letters, e-mail, fax transmissions, and organizational periodicals represent examples of:

Informal communication channels

Formal communication channels

Written communication

Non verbal communication

1714) Which of the following is an important nonverbal component of communication?

Written memo

Paraphrase

Eye contact

E-mail

1715) Rumors would most likely flourish in situations where there is:

Ambiguous situation

Well-communicated change

Assurance by management

A chain communication style

1716) Which one of the following study in the field of OB has contributed knowledge on a number of topics including: learning, perception, personality, emotions, training, leadership, motivation, job satisfaction, decision making, etc?

Psychology

Sociology
Anthropology
Physiology

<http://www.scribd.com/doc/17564392/Chapter-1-What-is-Organizational-Behavior>

1717) _____ are the shared beliefs about expected behaviors aimed at making groups function effectively.

Group ethics

Group norms

Group criteria

Group unity

http://books.google.com.pk/books?id=G9GqzPJHSZkC&pg=PA150&lpg=PA150&dq=shared+beliefs+about+expected+behaviors+aimed+at+making+groups+function+effectively&source=bl&ots=tahkDS0tIX&sig=IFxA4-ZBQ2Ca_3vfZDuLaUXhyog&hl=en&ei=PNo-TIPZGcyqcbrwleIE&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBcQ6AEwAA#v=onepage&q=shared%20beliefs%20about%20expected%20behaviors%20aimed%20at%20making%20groups%20function%20effectively&f=false

1718) Which of the following type of values determine the preferences for the means to be used in achieving desired ends?

Terminal values

Instrumental values page25

Theoretical values

Social values

1719) The Big Five model is related to _____.

Perception

Personality Page 34

Experience

Culture

1720) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt

Displayed

Conditional

Exposed

1721) Process variables include all of the following **EXCEPT**:

Climate of trust

Team efficacy

Minimized social loafing

Specific goals

<http://www.stamfordonline.com.my/courses/dmc/mcg602/MCG%20602%20Week%209.pdf>

1722) The behavior of people is influenced by which of the following factors?

Psychological needs

Individual drives

Social roles and status

All of the given options

1723) Which of the following statements best describes the goals of Organizational Behavior?

To understand the behaviors of people at work

To appreciate the behavior of people at work

To align behaviors according to the organizational goals

To describe, understand, predict, and control human behavior at work

http://books.google.com.pk/books?id=KMtYp2jAgbwC&pg=PA4&lpg=PA4&dq=To+describe,+understand,+predict,+and+control+human+behavior+at+work&source=bl&ots=fun4fVCtlm&sig=X6EKolY6aLN_Yi_Sx4uiXhG0530&hl=en&ei=9dw-TMHhHYy4ccLpwNQE&sa=X&oi=book_result&ct=result&resnum=6&ved=0CCUQ6AEwBQ#v=onepage&q=To%20describe%2C%20understand%2C%20predict%2C%20and%20control%20human%20behavior%20at%20work&f=false

1724) Management functions of planning, organizing, leading and controlling were first classified by_____.

Stephen Covey

Henry Mintzeberg

Henri Fayol

Marry Parker

Reference:

Frenchman Henri Fayol considers management to consist of seven functions:

1.planning

2.organizing

- 3.leading
- 4.coordinating
- 5.controlling
- 6.staffing
- 7.motivating

1725) Learning theories include all of the following EXCEPT:

- Classical conditioning
- Social learning
- Operant conditioning
- Contingency theory**

Ref: Contingency theory is a leadership theory

1726) “Smoking is injurious to health”. This statement is an example of which one of the following components of attitude?

- Cognitive page 28**
- Affective
- Behavioral
- Behavior intension

Ref: **Cognitions** A person's knowledge, opinions, or beliefs

1727) Which of the following is not one of the types of attitude?

- Job satisfaction
- Job Involvement
- Organizational Behavior page 29**
- Organizational commitment

Types of attitudes

OB has been concerned with three attitudes: job satisfaction, job involvement, and organizational commitment.

1728) The measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth is called:

- Job involvement page 29**

Job satisfaction
Job commitment
Job enrichment

Job involvement

• A workable definition: the measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth.

1729) All of the following are attitudes associated with job satisfaction EXCEPT:

The work itself
Promotion opportunities
Supervision
Negligence

[http://books.google.com.pk/books?id=9-jcsiS8RSoc&pg=PA78&dq=attitudes+associated+with+job+satisfaction+++++++The+work+itself+++++++Promotion+opportunities+++++++Supervision&hl=en&ei=Hd8-TJ-zC8XlcfHmicsE&sa=X&oi=book_result&ct=result&resnum=5&ved=0CDwQ6AEwBA#v=onepage&q=of%20the%20major%20job-satisfaction%20facets%20\(work%20itself%2C%20pay%2C%20advancement%20opportunities%2C%20supervision%2C%20co-workers&f=false](http://books.google.com.pk/books?id=9-jcsiS8RSoc&pg=PA78&dq=attitudes+associated+with+job+satisfaction+++++++The+work+itself+++++++Promotion+opportunities+++++++Supervision&hl=en&ei=Hd8-TJ-zC8XlcfHmicsE&sa=X&oi=book_result&ct=result&resnum=5&ved=0CDwQ6AEwBA#v=onepage&q=of%20the%20major%20job-satisfaction%20facets%20(work%20itself%2C%20pay%2C%20advancement%20opportunities%2C%20supervision%2C%20co-workers&f=false)

1730) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

Moods
Behaviors
Values page 28
Customs

Importance of Values

1. Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

1731) _____ are the preferences concerning the ends to be achieved.

Terminal values page25
Instrumental values
Theoretical values
Social values

Types of values

– **Terminal values.**

- Preferences concerning the ends to be achieved.

– **Instrumental values.**

- Preferences for the means to be used in achieving desired ends.

1732) Which of the following is **NOT** included in the values across cultures?

Uncertainty Avoidance

Power Distance

Assertiveness page 26

Individualism versus collectivism

1733) All of the following are sources of the values **EXCEPT**:

External Reference Groups

Role Models

Achievement page 25

Teachers

Sources of values

- Parents.
- Friends.
- Teachers.
- Role models.
- External reference groups.

1734) What is the most relevant application of perception concepts to OB?

The perceptions people form about each other

The perceptions people form about their employer

The perceptions people form about society

The perceptions people form about external reality

http://books.google.com.pk/books?id=9-jcsiS8RSoc&pg=PA119&lpg=PA119&dq=most+relevant+application+of+perception+concepts+to+OB&source=bl&ots=0lwVDHACvo&sig=aqP41WMlk07mN32jrjWaZZ78IL0&hl=en&ei=OAw-TOztEZCTkAWWlbzQDg&sa=X&oi=book_result&ct=result&resnum=3&ved=0CBsQ6AEwAg#v=onepage&q=most%20relevant%20application%20of%20perception%20concepts%20to%20OB&f=false

1735) Which of the following is **NOT** consistent with rational decision-making?

Consistency

Value-minimization

Ranking of criteria

Evaluating alternatives

<http://groups.google.com/group/vuzs>

www.vuzs.net

1736) According to attribution theory, which of the following is an internally caused behavior?

Working late in order to get a promotion page 48

Arriving at work late because heavy traffic

Working weekends because of your employer's orders

Depending on luck for success

1737) If a person responds the same way over time, attribution theory states that the behavior shows _____.

Distinctiveness

Consensus

Consistency page 48

Continuity

1738) Hassan derives a great sense of belongingness, acceptance and friendship from his relationships with his extended family. Which of Maslow's needs is Hassan fulfilling through these relationships?

Self-actualization

Esteem

Social Page 60

Physiological

Maslow's Hierarchy of Needs

Social needs: affection, belongingness, acceptance, and friendship.

1739) According to Maslow, when does a need stop motivating?

When it is substantially satisfied page 60

It never stops motivating

When one returns to a lower level need

When one chooses to move to a higher level need

1740) Who developed ERG theory?

McClelland

Maslow

Alderfer page 61

Ouchi

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation.

1741) Our intrinsic desire for personal development is included in Alderfer's _____ needs.

Existence
Relatedness
Esteem

Growth

http://books.google.com.pk/books?id=dF7G0yZ51GgC&pg=PA179&lpg=PA179&dq=desire+for+personal+development+is+included+in+Alderfer's&source=bl&ots=pZ_ZQqsZL_&sig=U-NwXpU1gdqEmwg-9IFUevexxxM&hl=en&ei=MOA-TI66LNDRCcjP9dUE&sa=X&oi=book_result&ct=result&resnum=6&ved=0CCcQ6AEwBQ#v=onepage&q=intrinsic%20desire%20for%20personal%20developmen&f=false

1742) McClelland's theory of needs concentrates on which three needs?

Power, acceptance and confirmation
Affiliation, control and realization
Achievement, realization and acceptance

Achievement, power and affiliation page 63

1743) Which of the following appears to be the combination of needs found in the best managers?

High achievement, high power
High achievement, low power

High power, low affiliation

Low power, high affiliation

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT154&dq=combination+of+needs+found+in+the+best+managers+++++++High+achievement,+high+power&hl=en&ei=nuM-TNqKCoe6cY6ZvZEF&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCYQ6AEwAA#v=onepage&q=The%20best%20managers%20are%20high%20in%20their%20need%20for%20power%20and%20low%20in%20their%20need%20for%20affiliation&f=false

1744) Which of the following is **NOT** a comparison an employee can use in equity theory?

Self-inside

Self-goal

Other-outside

Self-outside

<http://webcache.googleusercontent.com/search?q=cache:Bgl0NWWbn2QJ:www.slideshare.net/gurdeep1211/ob-8-presentation+equity+theory+Self-inside+Self-goal+Other-outside+Self-outside&hl=en&gl=pk&strip=1>

1745) Which of the following method is used for strengthening desirable behavior?

Negative Reinforcement

Neutral Reinforcement

Pleasant Reinforcement

Positive Reinforcement page#22

http://books.google.com.pk/books?id=PLxI0xTMCEoC&pg=PA69&lpg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEyZ9&sig=fWWumAP1ENlmmCl-vthDThJolM&hl=en&ei=Pdk4TICSNoXCrAeE0d2DCQ&sa=X&oi=book_result&ct=result&resnum=3&ved=0CB0Q6AEwAg#v=onepage&q&f=false

1746) Which of the following is the most likely explanation for the higher absentee rate of women in the workplace?

Women tend to have more illnesses that keep them from work than do men

Traditionally, women have had the responsibility of caring for home and family page 17

Women tend to be less satisfied with their jobs than men

Women tend to work in jobs that have less flexible schedules than men do

1747) Which of the following is a job that does not lend itself to telecommuting?

An attorney who spends most of her time researching on the computer

A car salesman who demonstrates the features of a new model of car

A telemarketer who uses the phone to contact clients

A product support specialist who fields calls from customers

Ref:

Telecommuting Doing work that is generally performed in the office away from the office using different information technologies

1748) Which one of the following groups may want government to direct more attention to environmental problems?

Interest group page 79

Command group

Formal group

Task group

1749) Which of the following type of teams would most likely empower its team members to make work-related decisions?

<http://groups.google.com/group/vuzs>

www.vuzs.net

Technical

Self-managed page 88

Problem-solving

Cross functional

1750) Which of the following is one of the drawbacks of group decision making?

More knowledge through pooling of group resources

More amount of time is required to make a decision page 91

Increased acceptance & commitment due to voice in decisions

Greater understanding due to involvement in decision stages

1751) Which of the following is a tendency for members of a cohesive group to reach decisions without weighing all the facts, especially those contradicting the majority opinion?

Group conformity

Group shift

Groupthink page 136

Social loafing

<http://allpsych.com/dictionary/g.html>

1752) Group decisions are generally preferable to individual decisions when which of the following is required.

Acceptance of the solution

A complicated solution

Speed and efficiency

Clear responsibility

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT208&dq=Group+decision+are+generally+preferable+to+individual+decisions+when+Acceptance+of+the+solution&hl=en&ei=Bek-TO1dysFxl_zo7gQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCYQ6AEwAA#v=onepage&q=Group%20decisions%20are%20generally%20preferable%20to%20individual%20decisions%20when%20Acceptance%20of%20the%20solution&f=false

1753) John Kotter's view argues that management focuses on coping with complexity, whereas leadership focuses on coping _____.

Conflict

Success

Morale

Change page102

http://books.google.com.pk/books?id=l0Ek_I5afyAC&pg=PA14&dq=John+Kotter's+view+argues+that+management+focuses+on+coping+with+complexity,+whereas+leadership+focuses+on+coping+change&hl=en&ei=d-k-

TPvnLY_Ccc6d3IUF&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCoQ6AEwAQ#v=onepage&q=Coping%20with%20complexity%20Coping%20with%20change&f=false

1754) If behavioral leadership theories are correct, then which of the following statement is true?

- Leadership behaviors are consistent
- Leaders are born with leadership behaviors
- Leaders' behavior should be altered
- Leadership skills can be trained**

1755) Which of the following communication network is best illustrated by an unstructured committee?

- Vertical
- Wheel
- All-channel page100**
- Chain

1756) Which of the following is the most effective communication network for facilitating the emergence of a leader?

- Chain
- All-channel
- Wheel page#100**
- Direct

<http://webcache.googleusercontent.com/search?q=cache:WFwK9yg6zbwJ:www.docuter.com/vicwer.asp%3Fdocument%3D977118913497f05a152c011233061281%26ch7+Which+of+the+following+is+the+most+effective+communication+network+for+facilitating+the+emergence+of+a+leader%3F+Chain+All-channel+Wheel+Direct&hl=en&gl=pk&strip=1>

1757) Which one of the following study in the field of OB has contributed knowledge on a number of topics including: learning, perception, personality, emotions, training, leadership, motivation, job satisfaction, decision making, etc?

- Psychology**
- Sociology
- Anthropology
- Physiology

<http://www.scribd.com/doc/17564392/Chapter-1-What-is-Organizational-Behavior>

1758) How do proponents of reinforcement theory view behavior?

- As a product of heredity
- As a function of one's power need
- As the result of a cognitive process

As environmentally caused

<http://www.slideshare.net/gurdeep1211/ob-8-presentation>

1759) A bachelor degree holder is most likely to have a job that requires:

Human skills

Technical skills page 9

Conceptual skills

Leading skills

1760) The relatively stable set of psychological attributes that distinguishes one person from another is called _____.

Attitude

Personality

Perception

Mind-set

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=stable+set+of+psychological+attributes+that+distinguishes+one+person+from+another&source=bl&ots=TPo_3eWgcW&sig=2dzcA6ITvsBSrw-ejaSYITIBWcY&hl=en&ei=oI09TJDID4-gkQW2wqiyDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=stable%20set%20of%20psychological%20attributes%20that%20distinguishes%20one%20person%20from%20another&f=false

1761) Teams are very useful in which of the following situations?

The work to be performed is very basic

The tasks are interrelated page 77

No one wants to be accountable

The group is homogeneous

1762) Which one of the following is defined as a social entity composed of two or more people which functions on a relatively continuous basis to achieve a common goal or set of goals.

Community

Organization

Partnership

Treaty

1763) Management functions of planning, organizing, leading and controlling were first classified by _____.

Stephen Covey

<http://groups.google.com/group/vuzs>

www.vuzs.net

Henry Mintzeberg

Henri Fayol

Marry Parker

Reference:

Frenchman Henri Fayol considers management to consist of seven functions:

- 1.planning
- 2.organizing
- 3.leading
- 4.coordinating
- 5.controlling
- 6.staffing
- 7.motivating

1764) When a textile factory supervisor gives a group of college students a tour of the plant, he or she is acting as:

Guide

Figurehead

Liaison

Monitor

1765) The opinion or belief segment of an attitude is described by which component of attitude?

Cognitive

Affective

Behavioral

Behavior intension

1766) The Globe Framework for assessing cultures includes all EXCEPT:

Future Orientation

Work Moods

Power Distance

Gender Differentiation

<http://webcache.googleusercontent.com/search?q=cache:daMVW-tsDPUJ:www.business.utah.edu/~mgtab/OB-03.ppt+Globe+Framework+for+assessing+cultures&cd=1&hl=en&ct=clnk&gl=pk>

1767) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Deviant Workplace Behavior page 42

<http://groups.google.com/group/vuvs>

www.vuvs.net

Emotional Labor
Emotional disorder
None of the given options

1768) People who have difficulty in expressing their emotions and understanding the emotions of others suffer from which psychological disorder?

Alexithymia page 40

Amnesia
Dyslexia
Anorixia

1769) Which of the following statement is true regarding “perceiver”?

The person making interpretations

The person making accurate judgments
The person handling problems
The person appointed to transmit information

Ref: The perceiver’s knowledge base is organized into schemas, abstract knowledge structures stored in memory that allow people to organize and interpret information about a given target of perception.

1770) The awareness that a problem exists and that a decision needs to be made is a/an:

Perceptual issue page 52

Emergency issue
Cognitive issue
Ethical issue

1771) Which is **NOT** one of the steps in the rational decision-making model?

Defining the problem
Identifying the decision criteria
Computing the decision alternatives
Rating the alternatives

1772) Which of the following decision making style shows low tolerance for ambiguity and seeks rationality?

Directive page 54

Analytical
Conceptual
Behavioral

1773) Sana is a group leader at interior designing firm. She is concerned with the achievement of her peers and subordinates, she appreciate their suggestions and motivates them to come up with something new and unique. Which of the following is Sana's style?

Conceptual

Behavioral page 55

Directive

Analytical

1774) Which applicants are usually considered "best" by interviewers?

Those with the best qualifications

Those who lack any unfavorable characteristics

Those who are verbally adept

Those whose interview lasts the longest

1775) Which of the following method is used for strengthening desirable behavior?

Negative Reinforcement

Neutral Reinforcement

Pleasant Reinforcement

Positive Reinforcement

http://books.google.com.pk/books?id=PLxI0xTMCEoC&pg=PA69&lpg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEyZ9&sig=fWWumAPIENlimnCl-vthDThJolM&hl=en&ei=Pdk4TICSNoXCrAeE0d2DCQ&sa=X&oi=book_result&ct=result&resnum=3&ved=0CB0Q6AEwAg#v=onepage&q&f=false

1776) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers page 17

Older employees have lower rates of unavoidable absence than younger workers

Older employees are more likely to quit their job than younger workers

Older employees are perceived to be more flexible than younger workers

1777) Which of the following statements **most** accurately describes interest groups?

They are longer lasting than friendship groups

They are formed because of some common objective

They are governed by labor laws

They are likely to involve great social conflict

1778) Which of the following is one of the drawbacks of group decision making?

More knowledge through pooling of group resources

More amount of time is required to make a decision page 91

Increased acceptance & commitment due to voice in decisions

Greater understanding due to involvement in decision stages

1779) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

Groupthink

Nominal group page92

Brainstorm

Electronic meeting

http://books.google.com.pk/books?id=9-jcsiS8RSoc&pg=PA232&lpg=PA232&dq=most+restricts+discussion+or+interpersonal+communication+during+the+decision-making+process&source=bl&ots=0lwVDGBvsl&sig=HzYcgmuXbyQMCeBC-Q6KVjU6mnE&hl=en&ei=Muy9TKr7MYuUkAWSirWkDA&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBcQ6AEwAQ#v=onepage&q=most%20restricts%20discussion%20or%20interpersonal%20communication%20during%20the%20decision-making%20process&f=false

1780) Which of the following statement is true about decision making using nominal group technique?

This method is good to generate a quantity of ideas

This method is good for building group cohesiveness

This method is good for encouraging independent thinking page 92

This method is an inexpensive way of generating maximum ideas

1781) In the communication process, which of the following steps occurs first?

Transmitting

Decoding

Encoding

Understanding

1782) When manager marketing is communicating with the manager production, it is called:

Upward communication

Downward communication

Lateral communication

Vertical communication

http://books.google.com.pk/books?id=KMiyP2jAgbwC&pg=PA62&dq=Lateral+communication+Organizational+Behavior&hl=en&ei=p9c-TP3KBIT6cPrpoNsE&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=Lateral%20communication%20Organizational%20Behavior&f=false

1783) Sami is developing marketing page for the company web site and is concerned about the appearance of his active links. He seeks reactions from fellow employees. The reactions he seeks are part of the:

Adjourning phase

Encoding phase

Decoding phase

Feedback phase

1784) Which one of the following are not the skills exhibited by an effective manager?

Clarifies goals and objectives for everyone involved

Discourages participation, upward communication, and suggestions

Plans and organizes for an orderly work flow

Facilitates work through team building, training, coaching and support

1785) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving, He expresses his dissatisfaction in which of the following ways?

Exit

Voice page 32

Loyalty

Neglect

Reference:

Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

1786) In the following steps of rational decision making, which would come first?

Generate alternatives

Identify criteria

Make a choice

Implement the decision

<http://www.decision-making-confidence.com/rational-decision-making->

[models.html](#)

The Six-Step Rational Decision-Making Model

1. Define the problem.

2. Identify decision criteria

3. Weight the criteria

4. Generate alternatives

5. Rate each alternative on each criterion

6. Compute the optimal decision

1787) The factors an individual views as important in a decision are assessed in which step of the rational model?

Decision criteria

Developing alternatives

Evaluation of alternatives

Problem definition

1788) Which of the following is true for the people who adopt a thinking style based on logics and rationality?

They process information serially

They perceive things as a whole

They perceive things on the basis of past experiences

Their decisions depend upon situation

1789) Process variables include all of the following **EXCEPT**:

Climate of trust

Team efficacy

Minimized social loafing

Specific goals

<http://www.stamfordonline.com.my/courses/dmc/mcg602/MCG%20602%20Week%209.pdf>

1790) Which of the following is a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures?

Decision making

Groupthink

Brainstorming

Group polarization

Ref: **Groupthink** - a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures

1791) All of the following are the major challenges that managers must deal with, in order to remain competitive EXCEPT:

Managing ethical behavior

anticipate changes in foreign currency valuations

Keeping up with technological change

Managing a diverse workforce

1792) Which of the following is the complex human reaction to personal achievement or setbacks that may be felt and displayed by a person?

Attitude

Emotions

Value

Perception

<http://webcache.googleusercontent.com/search?q=cache:EALKBiO1AnIJ:www.drluisortiz.com/PPT/ob09Chap005.ppt+complex+human+reaction+to+personal+achievement+or+setbacks+that+may+be+felt+and+displayed+by+a+person&cd=1&hl=en&ct=clnk&gl=pk>

1793) Which of the following is the study of social system such as families, occupational classes and organizations ?

Psychology

Sociology

Anthropology

Social Psychology

1794) In system theory the transformation or conversion of inputs into outputs is accomplished with the help of which of the following?

Mechanism

Technology

Operational system

Information system

http://books.google.com.pk/books?id=R-OvGf0pvK8C&pg=PA322&lpg=PA322&dq=transformation+or+conversion+of+inputs+into+outputs+is+accomplished+with+technology&source=bl&ots=Le6_axGE-i&sig=jBFk4Bydd_9_bc3glYePKvJHDes&hl=en&ei=bm4_TNDYN9S8cerW0cwE&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBIQ6AEwADgK#v=onepage&q&f=false

1795) Mr. Afaq is working in a sales department of Star Corporation. He gave a personal report to the general manager. In his report he pointed out that the sales staff are not performing their due responsibilities. Afaq's attitude is showing which of the following component?

Cognitive

Affective

Behavioral

None of the given option

The *cognitive* response is a cognitive evaluation of the entity that constitutes an individual's beliefs about the object. Most attitudes are the result of either direct experience or observational learning from the environment.

[http://en.wikipedia.org/wiki/Attitude_\(psychology\)](http://en.wikipedia.org/wiki/Attitude_(psychology))

1796) Mr. Ahmed is responsible to transmit information to outsiders on organization's plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator

Spokesperson page 9

Representative

Figurehead

1797) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Deviant Workplace Behavior page 42

Emotional Labor

Emotional disorder

None of the given options

1798) Which of the following is **NOT** one of the six universal emotions, as agreed upon by most contemporary researchers?

Anger

Fear

Hate page 39

Sadness

1799) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

Situation

Perceiver

Reality

Target

1800) When people tend to use intuitive decision making?

When a high level of uncertainty exists

When facts and figures are available

When programmed decisions are made

When there is no time constraint

1801) Which of the following terms involves making decisions so as to provide the greatest good for the greatest number?

Utilitarianism

Justice

Rights

Satisfying

Ref : Utilitarian criterion—decisions are made solely on the basis of their outcomes or consequences. The goal of utilitarianism is to provide the greatest good for the greatest number. This view tends to dominate business decision making.

1802) According to attribution theory, which of the following is an example of externally caused behavior?

An employee is late because of a flat tire.

An employee was promoted because of his abilities

An employee was fired because he slept on the job.

An employee was promoted because he was hard working.

1803) What are the three key elements of motivation?

Interest, activity and reward

Awareness, effort and outcome

Stimulation, progress and achievement

Intensity, direction and persistence page 59

Key Elements of Motivation

Intensity

Direction

Persistence

1804) Maslow's hierarchy of needs arranges those needs in which of the following orders?

Physiological, esteem, safety, social, and self-actualization

Physiological, safety, social, esteem, and self-actualization page 60

Safety, physiological, esteem, social, and self-actualization

Physiological, social, safety, esteem, and self-actualization

1805) Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer's needs?

Existence

Safety

Growth

Physiological

1806) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers page 17

Older employees have lower rates of unavoidable absence than younger workers

Older employees are more likely to quit their job than younger workers

Older employees are perceived to be more flexible than younger workers

1807) Which of the following has **Not** been shown to be a benefit of flextime?

Reduced absenteeism
Improved productivity
Decreased satisfaction
Improved promptness

1808) Which of the following statements is true?

All command groups are also task groups
All task groups are also friendship groups
All command groups are also informal groups
All informal groups are also command groups

1809) Which of the following is **NOT** one of the key components of effective teams?

Effective work design
Recognized company identity
Supportive contextual influences
Well-managed team processes

1810) What is generally the result of groupthink?

Higher quality decisions
More risky decisions
Less critical analysis
Unpopular decisions

http://books.google.com.pk/books?id=TAaDaezB_8C&pg=PA448&dq=critical+analysis++groupthink&hl=en&ei=Yeg9TMXwF4WecarwvaIB&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=critical%20analysis%20%20groupthink&f=false

1811) Which of the following is likely to generate the least innovative alternatives?

Face-to-face interacting groups
Brainstorming
Delphi technique
Nominal group technique

1812) Which group decision-making technique seems most reasonable for the management of a multinational company whose offices are located in China, India, Australia and England?

Brainstorming session
Nominal group technique
Electronic meeting
Postal service interaction

1813) Messages conveyed through body movements and facial expressions are called:

Non-verbals

Physical characteristics
Semantics
Excitement

1814) Which of the following is the most effective communication network for facilitating the emergence of a leader?

Chain
All-channel
Wheel
Direct

<http://webcache.googleusercontent.com/search?q=cache:WFwK9yg6zbwJ:www.docuter.com/vjewer.asp%3Fdocument%3D977118913497f05a152c011233061281%26ch7+Which+of+the+following+is+the+most+effective+communication+network+for+facilitating+the+emergence+of+a+leader%3F+Chain+All-channel+Wheel+Direct&hl=en&gl=pk&strip=1>

1815) The relatively stable set of psychological attributes that distinguishes one person from another is called _____.

Attitude
Personality
Perception
Mind-set

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=stable+set+of+psychological+attributes+that+distinguishes+one+person+from+another&source=bl&ots=TPo_3eWgcW&sig=2dzcA6lTvsBSrw-ejaSYlTIBWcY&hl=en&ei=oI09TJDID4-gkQW2wqiYDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=stable%20set%20of%20psychological%20attributes%20that%20distinguishes%20one%20person%20from%20another&f=false

1816) Which of the following managerial roles might include reading trade magazines to learn more about competitors?

Disseminator
Leader
Monitor
Spokesperson

1817) A manager performing the role of disseminator is most likely to do which of the following activity?

Speak in a Chamber of Commerce's meeting

Hire a new Human Resource Manager for the company
Inform subordinates about newly founded competitors
Develop a new strategic five-year plan for the company

1818) Which of the following variables adversely affects organization's performance?

Organizational citizenship
Productivity
Turnover
Job satisfaction

1819) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

Negative reinforcement
Punishment
Extinction
Positive reinforcement

1820) Which of the following is the set of characteristics that underlines a relatively stable pattern of behavior?

Emotions
Moods
Values
Personality

http://findarticles.com/p/articles/mi_6894/is_2_7/ai_n28320359/

1821) The extent to which personality attributes are inherited from our parents or shaped by our environment is called which of the following factors?

Individual differences
Psychological contributions
Nature versus nurture
Psychological contract

Ref: http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=The+extent+to+which+personality+attributes+are+inherited+from+our+parents+or+shaped+by+our+environment+is+called&source=bl&ots=TPoW9n0leW&sig=eGurCOg44Xe3Oor-0PySxQhS0AQ&hl=en&ei=aCULTMWsBtC04QbC7bR2&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=The%20extent%20to%20which%20personality%20attributes%20are%20inherited%20from%20our%20parents%20or%20shaped%20by%20our%20environment%20is%20called&f=false

1822) People with which of the following decision making style work well with others and enjoy social interactions?

Behavioral

Directive

Analytical

Conceptual

1823) Which of the following statement is TRUE regarding trait theories?

Fit traits to various situations

Emphasize the situation in classifying approaches to leadership

Suggest leaders are born and not made

Focus on leaders physical attributes, personality, and abilities

1824) Which of the following determines requirements of organization conversion process?

Machinery, computers and human skills

Raw material and capital

Finished products and services

HR and information system

1825) Which of the following can be considered a method of social learning?

Classroom

Workshop

TV commercial

Work Manual

<http://www.slideshare.net/wcfujita/observational-social-learning-theory>

1826) The degree to which people in a country accept that power in institution and organizations is distributed unequally is called:

Terminal Values

Power Distance

Fairness

Uncertainty Avoidance

1827) Which level of Maslow's hierarchy of needs deals with satisfying one's food, shelter and cloth?

Physiological

Social

Esteem

Safety

1828) A group which is raising funds from public for a medical research on a disease that can affect the population can be called as:

Command group

Formal group

Task group

Interest group

1829) Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?

Culture shock page 14

Foreign culture

Alien culture

Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country.

1830) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

Classical conditioning

Social learning

Operant conditioning

Reinforcement theory

1831) Faizan, a supervisor, has to choose between two different suggestions offered by employees about work schedule. Which one of the following will be most suitable for Faizan?

Inductive reasoning

Spatial visualization

Deductive reasoning

Perception

http://webcache.googleusercontent.com/search?q=cache:vZThQyRRJpYJ:www.slideshare.net/gar_dev/the-foundations-of-organizational-behavior+Spatial+visualization+has+to+choose+between+two+different+suggestions+offered+by+employees+about+work+schedule&hl=en&gl=pk&strip=1

1832) Which of the following is **NOT** a component of attitude?

Cognition

Affect

Behavior

Myths

1833) Individuals having an intense desire to achieve, are extremely competitive, have a sense of urgency, are impatient and can be hostile, are called:

Self Monitoring

Self Esteemed

Type A personality

Type B personality

1834) Which of the following statements is **TRUE** for affect?

Affect is a type of emotion and religion

Affect is a type of mood and environment

Affect can be a mood or an emotion

Affect is the result of conscious thought

1835) How is the satisficing decision maker best characterized?

As using rationality

As using bounded rationality page 53

As using creativity

As relying on others to make decisions

1836) When people tend to use intuitive decision making?

When a high level of uncertainty exists

When facts and figures are available

When programmed decisions are made

When there is no time constraint

1837) Which of the following statement is true regarding “analytical decision making style”?

Tries to avoid conflict and seek acceptance

Provides creative solution to the problems

Uses minimum information

Takes little time in making decisions

1838) Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer's needs?

Existence

Safety

Growth

Physiological

1839) How would a theory X manager view employees?

Seeking responsibility

Needing to be coerced to achieve goals

Viewing work as a normal daily activity

Exercising self control

1840) What sort of plan is a company-established benefit plan where employees acquire stock as part of their benefits?

MBO program

Gain sharing plan

Employee stock ownership plan

Piece-rate plan

<http://en.wikipedia.org/wiki/Stock>

1841) Which of the following is true about virtual teams?

There is an absence of verbal cues

There is limited social context

People collaborate online

All of the given options

1842) What result does groupshift have on the decisions a group makes?

They are less effective

They are generally riskier

They are made more quickly

They are objectively incorrect

<http://en.wikipedia.org/wiki/Groupshift>

1843) Which of the following statement best defines leadership?

Implementing the strategy provided by management

Least concerned in bringing organizational change

Coordinating and handling day-to-day problems

The ability to influence a group in goal achievement page 102

1844) In the communication process, which of the following steps occurs first?

Transmitting

Decoding
Encoding
 Understanding

1845) All of the following are examples of nonverbal communication EXCEPT:

Instant messaging
 Physical distance
 Facial expressions
 Hand gestures

1846) Which of the following types of networks is most likely to promote accuracy?

Chain
 Direct
 Horizontal
 All-channel

1847) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving, He expresses his dissatisfaction in which of the following ways?

Exit
Voice pae 32
 Loyalty
 Neglect

Reference: STUDENTS FROM VIRTUAL UNIVERSITY OF PAKISTAN

Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

1848) The relatively stable set of psychological attributes that distinguishes one person from another is called _____.

Attitude
Personality
 Perception
 Mind-set

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=stable+set+of+psychological+attributes+that+distinguishes+one+person+from+another&source=bl&ots=TPo_3eWgcW&sig=2dzcA6ITvsBSrw-ejaSYITIBWcY&hl=en&ei=oI09TJDID4-gkQW2wqiYDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=stable%20set%20of%20psychological%20attributes%20that%20distinguishes%20one%20person%20from%20another&f=false

1849) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt

Displayed

Conditional

Exposed

1850) According to McClelland, what is the need to make others behave in a way that they would not have behaved otherwise?

The need for power

The need for achievement

The need for affiliation

The need for control

1851) Which of the following is the major source of change affecting large number of organizations today?

Corporate governance

Globalization

Business ethics

Cultural change

1852) Which of the following is the ability to correctly perceive, evaluate, express and regulate emotions and feelings?

Emotional Intelligence

Mental Ability

Physical Ability

Memory Ability

1853) Mr. Imran has the ability to understand the emotional makeup of other people. He is exhibiting which of the following components of emotional intelligence?

Self-awareness

Empathy page 41

Handling relationship

Managing emotions

1854) The process of managing emotions with organizationally desired emotions exhibit which of the following concept?

Emotional frustration

Emotional contagion

Emotional labor

Emotional conflict

http://en.wikipedia.org/wiki/Emotional_labor

1855) Which of the following stage of perceptual process model involves noticing some of the information available to the person and filtering out the rest?

Interpretation

Organization

Selective attention

Judgment

1856) Which one of the following set of skills is best representing the required competencies of managers?

Technical skills, human skills and conceptual skills page 9

Leading skills, motivational skills and human skills

Organizing skills, interpersonal skills and leading skills

Motivating skills, intrapersonal skills and conceptual skills

1857) Mr. Ali is a top level manager at ABC Corporation. He has achieved everything he desired in his life. The only thing he misses is the relationships. At this point of career he really needs warm friendships. Identify the need of Mr. Ali.

Need for achievement

Need for affiliation

Need for power

Need for motivation

1858) Mr. kashif is the member of a team who voluntarily meet and discuss different issues like how the quality of products be improved, what possible changes can be made to improve working conditions etc. Mr. Kashif is the member of which of the following team?

Self-Managed team

Problem solving team

Cross functional team

Virtual team

1859) Mr. Usman is the part of the team whose members takes the responsibility for their work, monitor their own performance and alter their behaviors when required to solve a problem. Usman is the member of which of the following team?

Self-Managed team

Problem solving team

Cross functional team

Virtual team

1860) Which of the following is a technique that is valuable in its ability to generate a number of independent judgments without the requirement of a face-to-face meeting?

The nominal group technique

Dialectical inquiry

Brainstorming

The Delphi technique

1861) A person or a group with a direct or indirect interest or involvement in organization and who is highly affected by the operations of the organization is called _____.

Shareholder

Stakeholder

Stockholder

Patron

1862) Who proposed that there are three major relevant motives, or needs, in the workplace?

McClelland

McGregor

Herzberg

Maslow

<http://webcache.googleusercontent.com/search?q=cache:fGfxDHH7uooJ:www.scribd.com/doc/7201879/Motivation-and-Morale+There+are+three+major+relevant+motives+or+needs+in+workplace+situations&hl=en&gl=pk&strip=1>

1863) _____ The behavior of people is influenced by which of the following factors?

Psychological needs

Individual drives

Social roles and status

All of the given options

1864) Management functions of planning, organizing, leading and controlling were first classified by _____.

Stephen Covey

Henry Mintzeberg

Henri Fayol

Marry Parker

Reference:

Frenchman Henri Fayol considers management to consist of seven functions:

1. planning

- 2.organizing
- 3.leading
- 4.coordinating
- 5.controlling
- 6.staffing
- 7.motivating

1865) Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?

Culture shock page 14

- Foreign culture
- Alien culture
- Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country.

1866) "Smoking is injurious to health". This statement is an example of which one of the following components of attitude?

Cognitive page 28

- Affective
- Behavioral
- Behavior intensification

Ref: **Cognitions** A person's knowledge, opinions, or beliefs

1867) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?

Terminal values

Instrumental values page 25

- Theoretical values
- Social values

1868) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

Situation

- Perceiver
- Reality
- Target

1869) If someone wishes to emphasize the importance of making decisions consistent with fundamental liberties and privileges, the focus of his/her teaching will be on which of the following?

Rights

Privilege

Justice

Utilitarianism

http://books.google.com.pk/books?id=9-jcsiS8RSoc&pg=PA129&dq=decisions+consistent+with+fundamental+liberties+and+privileges&hl=en&ei=dZE9Tlv5LMuHkQWq2bmuDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCYQ6AEwAA#v=onepage&q=decisions%20consistent%20with%20fundamental%20liberties%20and%20privileges&f=false

1870) What would be the predicted result of overpaying a piece-rate worker, according to equity theory?

Quality will increase

Quantity will increase

Quality will decrease

There will be no effect

1871) What sort of goals does Management By Objectives (MBO) emphasize?

Attainable, verifiable and measurable page 71

Achievable, controllable and profitable

Inspirational, teachable and creative

Challenging, emotional and constructive

1872) Which of the following is an example of a piece-rate plan?

Stock options

Rs20 for each unit produced

Productivity bonus

Commission

1873) Employees who band together to seek improved working conditions form a(n) _____ group.

Support

Interest

Work

Command

1874) Which of the following leadership style gave the group members complete freedom?

Autocratic

Democratic
Laissez-faire
Consideration

http://findarticles.com/p/articles/mi_m0NXD/is_4_11/ai_n25115242/

1875) According to the Ohio State studies, the extent to which a leader's behavior is directed toward getting the job done is called:

Initiating structure

Consideration

Maximization

Path-goal

http://changingminds.org/disciplines/leadership/actions/ohio_state.htm

1876) Which of the following is **NOT** a barrier to effective communication?

Filtering

Silence

Language

Selective perception

Barriers to effective communication include *filtering, selective perception, information overload, emotions, and language.*

1877) Formal guidelines and authority hierarchies are examples of which function of communication?

Control

Agreement

Motivation

Information

<http://managementconsultingcourses.com/Lesson13Communication.pdf>

1878) An informal communication network is typically called a _____.

Grapevine

Chain system

Contextual system

Free acting system

1879) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt

Displayed

Conditional

<http://groups.google.com/group/vuzs>

www.vuzs.net

Exposed

1880) Teams typically outperform individuals when the tasks being completed _____.

Require multiple skills

Require judgment

Require experience

All of the given options

<http://webcache.googleusercontent.com/search?q=cache:jctn2iNywhEJ:59.74.71.99/2010/glx/jiaoan/ja-e/chapt09.doc+Teams+typically+outperform+individuals+when+the+tasks+being+completed&cd=2&hl=en&ct=clnk&gl=pk>

1881) In which of the following communication network, any network member can communicate with any other member?

Wheel

All-channel

Interpersonal

Circle

1882) Rising Sun is a manufacturing corporation, which is a profitably operating for many years. Employees of this organization are satisfied and motivated because they are involved in decision making that result in fewer conflicts. They keep on innovating new products. Rising Sun is practicing which of the following approach to gain organizational effectiveness?

The internal system approach

The external resource approach

The organizational process approach

Technical approach

1883) The use of wide range of tools, knowledge, or techniques that are used to transform inputs into outputs is called:

Task environment

Structure

Mission

Technology

1884) Weight-lifting, pull-ups and leg lifts are the examples of which of the following abilities?

Emotional Intelligence

Mental Ability

Physical Ability

Memory Ability

1885) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

Positive reinforcement

Negative reinforcement

Punishment

Extinction

1886) Ethical behavior is influenced by which of the following two major factors?

Religion and value system

Terminal and instrumental values

Ethical reasoning and intelligence

Individual influences and organizational influences

http://www.google.com.pk/search?q=Ethical+behavior+is+influenced+by+two+major+factors+++++Individual+influences+and+organizational+influences&hl=en&rlz=1C1CHNY_enPK385PK385&prmdo=1&tbs=bks:1&ei=nJI_TPPPFIXRcbKdrZYF&start=0&sa=N

1887) Suleman is very talkative and assertive and enjoys meeting new people on a regular basis. Which of the following job can attract Suleman the most?

Accountant

Sales representative

Animal trainer

Research scientist

1888) A colleague of Mr. Usman talks on phone for three hours every morning. Mr. Usman thinks that his job involves a lot of phone contacts. While one of his colleagues Mr. Ali thinks that he wastes a lot of time in socializing on the phone. Mr. Usman and Mr. Ali are at which of the following stage of perceptual process?

Selective attention

Organization

Interpretation

Behavior

1889) If a manager is responsible to define goals, establish an overall strategy for achieving those goals and matching activities accordingly, then which one of the following functions is he/ she performing?

Planning page 7

Organizing

Leading

Controlling

Planning requires a manager to:

- Define goals (organizational, departmental, worker levels)
- Establish an overall strategy for achieving those goals
- Develop a comprehensive hierarchy of plans to integrate and coordinate activities.

1890) Categorizing or labeling people on the basis of a single attribute is called:

Attribution

Prejudice

Stereotyping

Selective perception

http://books.google.com.pk/books?id=R-OvGf0pvK8C&pg=PA416&lpg=PA416&dq=categorizing+or+labeling+people+on+the+basis+of+a+single+attribute&source=bl&ots=Le6_ayFJYl&sig=QFT-21q7Mpw520OkoQLhQF6o62I&hl=en&ei=b5M_TNy8JsHQcdL2oOME&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBcQ6AEwAQ#v=onepage&q=categorizing%20or%20labeling%20people%20on%20the%20basis%20of%20a%20single%20attribute&f=false

1891) People with which of the following decision making style work well with others and enjoy social interactions?

Behavioral

Directive

Analytical

Conceptual

1892) Which of the following needs requires increased responsibility, high status and recognition?

Self esteem

Self-actualization

Social

Safety

1893) Which of the following is the set of activities that involve the alteration of specific job or its part in order to enhance employees' productivity?

Job specification

Job sharing

Job design

Job worth

http://books.google.com.pk/books?id=VE3GvaAEU0sC&pg=PA150&dq=of+activities+that+involve+the+alteration+of+specific+job+or+its+part+in+order+to+enhance+employees'+productivity&hl=en&ei=JZQ_TJm-C8TQceHqzZMF&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCoQ6AEwAQ#v=one

[page&q=refers%20to%20any%20set%20of%20activities%20that%20involve%20the%20alterati
on%20of%20specific%20jobs%20or%20interdependent%20systems%20of%20&f=false](#)

- 1894) At SOIL Corporation employees at shop floor are organized into teams that perform a wide variety of tasks. Moreover they have responsibility for quality, scheduling and setting work priorities. SOIL Corporation is using which of the following job design strategy to enhance motivation?

Job rotation

- Job sharing
- Job enrichment
- Job enlargement

- 1895) Which of the following is a technique that is valuable in its ability to generate a number of independent judgments without the requirement of a face-to-face meeting?

- The nominal group technique
- Dialectical inquiry
- Brainstorming

The Delphi technique

- 1896) Mr. Afaq is working in a sales department of Star Corporation. He gave a personal report to the general manager. In his report he pointed out that the sales staff are not performing their due responsibilities. Afaq's attitude is showing which of the following component?

Cognitive

- Affective
- Behavioral
- None of the given option

The *cognitive* response is a cognitive evaluation of the entity that constitutes an individual's beliefs about the object. Most attitudes are the result of either direct experience or observational learning from the environment.

[http://en.wikipedia.org/wiki/Attitude_\(psychology\)](http://en.wikipedia.org/wiki/Attitude_(psychology))

- 1897) Which one of the following is not considered as a part of organizational output?

- Finished goods
- Services
- Dividends

Capital

- 1898) Which of the following is not one of the types of attitude?

- Job satisfaction
- Job Involvement

Organizational Behavior page 29

Organizational commitment

1899) Which of the following is NOT included in the ways employees can express dissatisfaction?

Exit

Voice

Loyalty

Noise page31

1900) Which dimension of the Big Five model refers to be pleasant and accommodating in social situations?

Extroversion

Openness to experience

Emotional stability

Agreeableness

<http://en.wikipedia.org/wiki/Agreeableness>

1901) Which of the following is NOT a key component of emotional intelligence?

Self-awareness

Self-management

Commitment page 41

Empathy

1902) What effect does stress typically have on mood?

Positive

Negative

Unbiased

No effect

1903) It is not possible for Mr. Asim to understand everything he sees, he notices a few of the things, we can say that he engages in:

Assimilating

Selective perception

Halo Effect

Target Perception

1904) The most well-known theory of motivation is Abraham Maslow's

_____.

Theories x and y

Hierarchy of needs

Goal setting theory

Equity theory

1905) Our intrinsic desire for personal development is included in Alderfer's _____ needs.

Existence

Relatedness

Esteem

Growth

http://books.google.com.pk/books?id=dF7G0yZ51GgC&pg=PA179&lpg=PA179&dq=desire+for+personal+development+is+included+in+Alderfer's&source=bl&ots=pZ_ZQqsZL_&sig=U-NwXpU1gdqEmwg-9IFUevcxM&hl=en&ei=MOA-Ti66LNDRccjP9dUE&sa=X&oi=book_result&ct=result&resnum=6&ved=0CCcQ6AEwBQ#v=onepage&q=intrinsic%20desire%20for%20personal%20developmen&f=false

1906) Which of the following is **NOT** an important issue relating to goal-setting theory?

Defining the goal

Goal difficulty

Goal specificity

Equity among co-workers

Reference:

Page 64

1907) What sort of plan is a company-established benefit plan where employees acquire stock as part of their benefits?

MBO program

Gain sharing plan

Employee stock ownership plan

Piece-rate plan

Ref: <http://en.wikipedia.org/wiki/Stock>

1908) What happens in the second stage of group development?

Close relationships are developed

The group demonstrates cohesiveness

Intra-group conflict often occurs

The job task is performed

1909) Which of the following is one of the drawbacks of group decision making?

More knowledge through pooling of group resources

More amount of time is required to make a decision page 91

Increased acceptance & commitment due to voice in decisions

Greater understanding due to involvement in decision stages

1910) Which of the following is traditionally followed by the formal channels of communication within an organization?

Authority chain page 96

Influence chain
Transmission chain
Social chain

1911) Clarification to employees about how well they are doing, and what can be done to improve performance, are examples of which function of communication?

Information

Control

Motivation

Emotional expression

1912) The _____ network best serves to promote high member satisfaction.

Direct

Circle

Wheel

All-channel

Ref:

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT247&lpg=PT247&dq=network+is+best+if+you+are+concerned+with+high+member+satisfaction&source=bl&ots=JFetK0rVJY&sig=bRfCm92nSZse5_CxrHtrOzjkb-Y&hl=en&ei=ek8qTLyrMlrRce_s8JQD&sa=X&oi=book_result&ct=result&resnum=7&ved=0CDEQ6AEwBg#v=onepage&q=network%20is%20best%20if%20you%20are%20concerned%20with%20high%20member%20satisfaction&f=false

1913) A communication channel with greater channel richness is most likely to provide:

Greater feedback density

Greater filtering capability

Greater perceptual wellness

Larger amounts of information

1914) The study of organizational behavior is primarily concerned with all of the following dynamics in organizations EXCEPT:

Interpersonal

Behavioral

Astrology

Psychosocial

1915) How do proponents of reinforcement theory view behavior?

As a product of heredity

As a function of one's power need

As the result of a cognitive process

As environmentally caused

<http://www.slideshare.net/gurdeep1211/ob-8-presentation>

1916) Which of the following is true for the people who adopt a thinking style based on logics and rationality?

They process information serially

They perceive things as a whole

They perceive things on the basis of past experiences

Their decisions depend upon situation

1917) Sheraz wants to become a surgeon, not only because achieving this goal will give him self-respect and autonomy, but also because he wants a job with high status and recognition from others. Which of Maslow's needs is Sheraz trying to meet?

Self-actualization

Social

Esteem page 60

Safety

1918) Teams are very useful in which of the following situations?

The work to be performed is very basic

The tasks are interrelated page 77

No one wants to be accountable

The group is homogeneous

1919) All of the following are studied in Organizational Behavior, **EXCEPT**

Human behaviors in organizations

International trade laws

Organizational culture

The relationship between people and organizations

1920) Which of the following behavior of an individual makes a positive contribution to an organization?

Motivational behavior

Performance behavior

Organizational citizenship

Perceptive contribution

Ref:

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA75&lpg=PA75&dq=behavior+of+an+individual+makes+a+positive+contribution+to+an+organization&source=bl&ots=TPoW9j1daO&sig=YxMi3irDpODS4tR8FcN8lWDxPGk&hl=en&ei=wIkKTOeWlc2t4QbwrPV5&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBcQ6AEwAA#v=onepage&q=behavior%20of%20an%20individual%20makes%20a%20positive%20contribution%20to%20an%20organization&f=false

<http://groups.google.com/group/vuzs>

www.vuzs.net

1921) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

Positive reinforcement

Negative reinforcement

Punishment

Extinction

1922) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

Negative reinforcement

Punishment

Extinction

Positive reinforcement

1923) The founder of TL Corporation has to face many difficulties while establishing his company even banks were not ready to grant loan. But he showed persistence and after four years he was able to generate finance by the mortgage of his own house. He was exhibiting which of the following personality trait of Big Five Personality Model?

Agreeableness

Emotional Stability

Conscientiousness

Extroversion

1924) Mr. Ahmed started his career as a clerk, now after 6 years of hard work he has earned the position of finance manager. He believes that all his success is because of his own hard work and devotion. Ahmed has:

Self-efficacy

Internal locus of control

Emotional intelligence

High self-esteem page 141

Ref:

Internal locus of control Attributing outcomes to one's own actions

1925) Which of the following is an example of positive emotions?

Anger

Sadness

Pride

Disgust

1926) Which one of the following set of skills is best representing the required competencies of managers?

Technical skills, human skills and conceptual skills page 9

Leading skills, motivational skills and human skills

Organizing skills, interpersonal skills and leading skills

Motivating skills, intrapersonal skills and conceptual skills

1927) The rational decision-making approach assumes that decision makers:

Have complete information

Are motivated by greed

Are often distracted by the environment

Are subjective

1928) Mr. Ahmad is HR manager in an organization. He has ten employees who directly report to him. They are the part of which of the following group?

Command group

Task group

Friendship group

Interest group

1929) Which of the following is a structured approach to decision making that focuses on generating alternatives silently, prevents criticism of alternatives, and uses a voting process to identify group choices?

Devil's advocacy

The Delphi technique

Dialectical inquiry

The nominal group

Ref: The nominal group technique

“Process to generate ideas and evaluate solutions”

A form of structured group decision making that enables everyone to participate and have his/her ideas heard without hostile criticism or distortions.

A structured voting procedure is used to prioritize responses to the nominal question.

1930) Which of the following determines requirements of organization conversion process?

Machinery, computers and human skills

Raw material and capital

Finished products and services

HR and information system

1931) Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

Memory

Number Aptitude

Deductive Reasoning

Perceptual speed

1932) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

Classical conditioning

Social learning

Operant conditioning

Reinforcement theory

1933) Advertisements are directed at changing a person's:

Attitude

Value

Ethics

Custom

1934) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

Moods

Behaviors

Values page 28

Customs

Importance of Values

1. Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

1935) Which of the following statements is **NOT** true about the difference between men and women when it comes to emotional reactions?

Women show greater emotional expression

Men express emotions more intensely

Men express anger more frequently Ref: Page 40

Women may have a greater need for social approval

- 1936) Which of the following is **NOT** an important issue relating to goal-setting theory?
- Defining the goal
 - Goal difficulty
 - Goal specificity
 - Equity among co-workers**

Reference:

Page 64

- 1937) Which of the following is **NOT** a comparison an employee can use in equity theory?
- Self-inside
 - Self-goal**
 - Other-outside
 - Self-outside

<http://webcache.googleusercontent.com/search?q=cache:Bg1oNWWbn2QJ:www.slideshare.net/gurdeep1211/ob-8-presentation+equity+theory+Self-inside+Self-goal+Other-outside+Self-outside&hl=en&gl=pk&strip=1>

- 1938) Two-factor theory suggests that dissatisfaction is caused by extrinsic factors. Which of the following is an example of such a factor?
- Advancement
 - Working condition**
 - Achievement
 - Recognition

- 1939) Which of the following is a direct monetary incentive given by the organizations to its employees?
- Promotion
 - Gain sharing**
 - Flexible work hours
 - Appreciation certificate

- 1940) When the group energy is focused on the task at hand, the group has moved to the _____ stage.
- Storming
 - Norming**
 - Maturation
 - Performing

http://books.google.com.pk/books?id=pBONJXoZ4fIC&pg=PA22&lpg=PA22&dq=When+the+group+energy+is+focused+on+the+task+at+hand,+the+group+has+moved+to+the+performing+stage&source=bl&ots=ZZ0sAK3f18&sig=1TQXGydq9laKycm1pWpehwdQDMU&hl=en&ei=Xls3TK2UPJCgkQXLkY2cAw&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBgQ6AEwAQ#v=onepage&q=During%20this%20stage%2C%20the%20group%20turns%20its%20focus%20to%20accomplishing%20the%20task%20at%20hand&f=false

1941) Which of the following statement best defines leadership?

Implementing the strategy provided by management

Least concerned in bringing organizational change

Coordinating and handling day-to-day problems

The ability to influence a group in goal achievement page 102

1942) According to the Ohio State studies, the extent to which a leader's behavior is directed toward getting the job done is called:

Initiating structure

Consideration

Maximization

Path-goal

http://changingminds.org/disciplines/leadership/actions/ohio_state.htm

1943) According to the University of Michigan studies, which of the following is used to define a leader who takes personal interest in the needs of his/her subordinates?

Situation-oriented

Employee-oriented

Production- oriented

Task-oriented

Employee-oriented leaders emphasized interpersonal relations. They took a personal interest in the needs of their employees and accepted individual differences among members

1944) Suggestion boxes, employee attitude surveys, and grievance procedures are examples of:

Downward communication

Horizontal communication

Upward communication

Lateral communication

http://en.wikipedia.org/wiki/Upward_communication

1945) Which of the following is the most effective communication network for facilitating the emergence of a leader?

<http://groups.google.com/group/vuzs>

www.vuzs.net

Chain
All-channel

Wheel

Direct

<http://webcache.googleusercontent.com/search?q=cache:WFwK9yg6zbwJ:www.docuter.com/viewer.asp%3Fdocument%3D977118913497f05a152c011233061281%26ch7+Which+of+the+following+is+the+most+effective+communication+network+for+facilitating+the+emergence+of+a+leader%3F+Chain+All-channel+Wheel+Direct&hl=en&gl=pk&strip=1>

1946) Asad telephones his employee, Usman, to let him know that today's meeting has been moved to one o'clock. In the communication process, Asad is:

The sender

The receiver

The channel

The encoder

1947) Which one of the following statement is **NOT** true regarding the relationship between age and job performance?

Older workers bring to their job: experience, judgment and strong work ethics

Older workers have more commitment to quality

Older workers are perceived as flexible and welcome new technologies

Older workers are perceived as lacking flexibility and resistant to new technologies

1948) Following a response by the termination or withdrawal of something unpleasant is called _____.

Positive reinforcement

Extinction

Negative reinforcement

Punishment

Ref: http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT70&lpg=PT70&dq=%22following+a+response+by+the+termination+or+withdrawal+of+something+unpleasant+is+called+%22&source=bl&ots=9vxZmbKY5C&sig=4J7dpZLYBdgCFCHXgOHgKWVXfyo&hl=en&ei=JI0KTPH1BpeJ4gbuoeiqAQ&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBwQ6AEwAQ#v=onepage&q=%22following%20a%20response%20by%20the%20termination%20or%20withdrawal%20of%20something%20unpleasant%20is%20called%20%22&f=false

1949) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt

Displayed

Conditional

Exposed

1950) Which of the following is least accurate about Ohio-State Study?
High-high styles sometimes had negative relationship

High-high leaders generally had superior subordinate performance

High initiating structure is positively related to grievances

High consideration is positively related to manager's evaluation

1951) Organizations that do not pay attention to diversity may face all of the following problems, **Except:**

Lower productivity

Increased tensions among workers

Decreased turnover

Increased complaints

1952) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

Positive reinforcement

Negative reinforcement

Punishment

Extinction

1953) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

Negative reinforcement

Punishment

Extinction

Positive reinforcement

1954) Action of a person consistent with one's personal values and the commonly held values of the organization and society is called which of the following behavior?

Legal behavior

Ethical behavior

Cognitive behavior

Loyal behavior

1955) Which of the following component of an attitude includes beliefs, opinions and information that a person has about the object he observed?

Affective

Behavioral

Cognitive

Terminal

1956) The founder of TL Corporation has to face many difficulties while establishing his company even banks were not ready to grant loan. But he showed persistence and

after four years he was able to generate finance by the mortgage of his own house. He was exhibiting which of the following personality trait of Big Five Personality Model?

Agreeableness

Emotional Stability

Conscientiousness

Extroversion

1957) Which of the following is an example of positive emotions?

Anger

Sadness

Pride

Disgust

1958) Which of the following is the study of social system such as families, occupational classes and organizations ?

Psychology

Sociology

Anthropology

Social Psychology

1959) In an interview, the interviewer's first impression of the interviewee (or target) is likely to be based upon:

Nonverbal cues of the target

Verbal communication by the target

The intentions of the target

The target's physical appearance

1960) The rational decision-making approach assumes that decision makers:

Have complete information

Are motivated by greed

Are often distracted by the environment

Are subjective

1961) In decision making process when managers define their limits and make their decision within the limits, it is called:

Bounded rationality

Optimal decision making

Intuitive decision making

Rational decision making

1962) People with which of the following decision making style work well with others and enjoy social interactions?

Behavioral

Directive
Analytical
Conceptual

1963) Mr. Zia is directly involved in the production of the automobiles. He is facing low motivation due to repetitive tasks. His manager changes his responsibilities and now he has to perform different tasks. His motivation has increased because of which of the following strategy?

Job enrichment
Job enlargement
Job sharing
Job rotation

1964) All of the following are examples of downward communication flow **EXCEPT**:
Managers informing employees of procedures
Managers pointing out problems that need attention
Employees completing attitude surveys
Managers telling employees to work more quickly

1965) Which one of the following is not considered as a part of organizational output?

Finished goods
Services
Dividend
Capital

1966) The degree to which people in a country accept that power in institution and organizations is distributed unequally is called:

Terminal Values
Power Distance
Fairness
Uncertainty Avoidance

1967) Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

Felt Emotions

Displayed Emotions page 39.

Moods

Emotional Intelligence

Displayed emotions are those that are organizationally required and considered appropriate in a given job.

1968) When an employee expresses organizationally desired emotions during interpersonal transaction, it is called:

Alexithymia

Felt Emotions

Emotional Labor

Displayed Emotions page 39

Displayed emotions are those that are organizationally required and considered appropriate in a given job.

1969) — Asif is late for work each day by about ten minutes. How would Attribution Theory describe this behavior?

It shows consensus

It shows similarity

It shows reliability

It shows consistency page 48

1970) Amna is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Amna most likely using?

Prototyping

Contrast effect

Halo effect

Projection page 49

• **Projection**

– **Attributing one's own characteristics to other people**

1971) What is generally considered to be the single best thing that managers can do to improve performance?

Allocate tasks depending on personality

Restrict the use of punishment as a means of motivating workers

Give abundant opportunities for employee growth

Concentrate on intrinsic rewards rather than extrinsic rewards

1972) In equity theory, individuals assess the _____.

Cost-benefit ratio

Efficiency-effectiveness trade-off

Quantity-quality trade-off

Outcome-input ratio page 59

1973) Who sets MBO objectives?

The immediate supervisor

The superior and subordinate

The head of department

The employees themselves

1974) Fahad, Zain and Usama work in different departments, but often take lunch together. They are an example of what type of group?

Formal

Informal

Command

Task

1975) When the group energy is focused on the task at hand, the group has moved to the _____ stage.

Storming

Norming

Maturation

Performing

http://books.google.com.pk/books?id=pBONJXoZ4fIC&pg=PA22&lpg=PA22&dq=When+the+group+energy+is+focused+on+the+task+at+hand,+the+group+has+moved+to+the+performing+stage&source=bl&ots=ZZ0sAK3f18&sig=1TQXGydq9laKycm1pWpehwdQDMU&hl=en&ei=Xls3TK2UPJCgkQXLkY2cAw&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBgQ6AEwAQ#v=onepage&q=During%20this%20stage%2C%20the%20group%20turns%20its%20focus%20to%20accomplishing%20the%20task%20at%20hand&f=false

1976) Demand on leader is _____ in a team comprising of 2-7 members.

High

Highest

Low

Moderate

1977) Which of the following best demonstrates the effectiveness of self-managed teams?

An increase in the number of teams required to manufacture a product

A reduction in the number of employees qualified to participate in the teams

A significant reduction in response time for resolving customer concerns

An increase in the technology budget for connecting team members

1978) Which of the following is **NOT** true about electronic meeting?

Participants type their responses onto a computer screen

It can be highly effective under certain conditions

Group cohesiveness will be considered high

Participants will be honest and anonymous

1979) There is fairly strong evidence that traits can predict _____ more accurately than leadership effectiveness.

Leadership emergence

Extraversion in leaders

Leadership awareness

Leadership competence

1980) The University of Michigan researchers concluded that:

Employee-oriented leaders had lower productivity

Employee-oriented leaders had higher productivity

Production-oriented leaders created lower employee satisfaction

Production-oriented leaders created higher employee satisfaction

http://books.google.com.pk/books?id=9-jcsiS8RSoc&pg=PA295&lpg=PA295&dq=The+University+of+Michigan+researchers+concluded+that:+Employee-oriented+leaders+had+lower+productivity+Employee-oriented+leaders+had+higher+productivity+Production-oriented+leaders+created+lower+employee+satisfaction+Production-oriented+leaders+created+higher+employee+satisfaction&source=bl&ots=0lwVCJzBpr&sig=YKI9f5YIVHHWbdvUW5PTCGVTqSc&hl=en&ei=M888TJjiB8mJcJfawOUD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

1981) Which of House's leaders from path-goal theory are friendly and show concern for the needs of followers?

Directive

Supportive

Participative

Achievement-oriented

1982) The charismatic leaders are likely to:

Invoke high performance among followers

Encourage women to seek leadership positions

Motivate followers to become more extroverted

Avoid media attention regarding their achievements

1983) Sumeera has been working in a packaging company for last ten years. She is the most senior employee of her department that's why her manager frequently relies on her judgment. Whenever manager goes out of city for work, he put Sumeera in charge because he knows she will handle work efficiently in his absence. What type of trust relationship is this?

Reward-based trust

Knowledge-based trust

Identification-based trust

Deterrence-based trust

Ref: • Knowledge-based trust

- Trust based on the behavioral predictability that comes from a history of interaction

1984) Legitimate power is based on which of the following element?

Positive rewards

Interpersonal trust

Structural position

Expert knowledge

1985) Your physician has advised you to take a series of medications. You comply because of her which of the following power?

Formal

Expert

Referent

Information

1986) Which type of conflict will you experience among the multiple roles in your life, like role of a father and a manager?

Intergroup Conflict

Interpersonal Conflict

Interrole Conflict page 124

Intrarole Conflict

1987) All of the following are types of conflict EXCEPT:

Task Conflict

Person-role Conflict

Relationship Conflict

Process Conflict

1988) The interactionist view of conflict proposes that functional conflict is:

Necessary for effective group performance

An indication of the group maturity level

<http://groups.google.com/group/vuuzs>

www.vuuzs.net

Always focused around relationships
Make group members static and apathetic

1989) UNO wants to bring in a neutral third party who will facilitate a negotiated solution by using reasoning, persuasion, suggesting alternatives, and the like. This person is a(n):

Mediator page 128

Arbitrator
Conciliator
Consultant

The third party acts as a *mediator*, taking a neutral stance and helping parties reconcile their differences.

1990) In comparing the organizational design needs of the small organization and the large organization, which of the following is a consideration for the small organization?

More formalization

More specialization

More centralization

Flat hierarchy of authority

1991) Which one of the following is consistent with a simple structure?

High centralization

High employee discretion

Standardization

Bureaucracy

1992) You have eliminated horizontal, vertical, and external barriers within your organization. You are operating as a/an:

Boundaryless organization

Organizational pyramid

Matrix organization

Virtual organization

<http://webcache.googleusercontent.com/search?q=cache:XJliVayZ4ksJ:www.scribd.com/doc/7220239/Contemporary-Organizational-Designs+Boundaryless+organization+eliminates+horizontal,+vertical,+and+external+barriers+within+organization&hl=en&gl=pk&strip=1>

1993) A trucking company routinely makes all of its office staff work for a week in the warehouse area; loading trucks, cleaning trucks, and doing other work which they are capable of. This program is an example of which of the following?

Job rotation

Job enlargement

Job enrichment

Job sharing

1994) Essential elements of TQM include all **EXCEPT**:

Analysis of customer quality needs

Benchmarking

Rewarding

Standards

Essential Elements of TQM

- A supportive organizational culture
- Management commitment and leadership
- Provide a sense of direction
- Analysis of customer quality needs
- Benchmarking
- Standards
- Strategies to close quality gaps
- Training
- Quality teams
- Progress monitoring and measurement
- Exceeding customer expectations

1995) The purpose of ----- is for an outside consultant to assist a manager, “to perceive, understand, and act upon process events”.

Process Consultation

Team Building

Appreciative Inquiry

Sensitivity Training

1996) Once the causes of difficulty have been identified, the groups can move to the _____ to develop solutions that will improve relations between the groups.

Process Consultation

Appreciative Inquiry

Integration phase

Team Building

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA492&lpg=PA492&dq=Once+the+causes+of+difficulty+have+been+identified,+the+groups+can+move+to+the+Integration+phase+to+develop+solutions+that+will+improve+relations+between+the+groups&source=bl&ots=0lwVCHCBsk&sig=e29IsUf4zJ9XxGcoo43kq9JBok&hl=en&ei=4ow8TNi0B8qLkAX06qiKAQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=Once%20the%20causes%20of%20difficulty%20have%20been%20identified%2C%20the%20groups%20can%20move%20to%20the%20Integration%20phase%20to%20develop%20solutions%20that%20will%20improve%20relations%20between%20the%20groups&f=false

1997) Which type of selection technique is given the most weight?

Written test

Performance-simulation test

Electronic test

Interview

1998) The centerpiece of most diversity programs is:

Money

Employer commitment

Training

Human resource personnel

1999) A strong culture can act as a substitute for which of the following?

Institutionalization

Formalization

Socialization

Organizational rules

http://books.google.com.pk/books?id=kQ71jtW3YvYC&pg=PA293&lpg=PA293&dq=A+strong+culture+can+act+as+a+substitute+for&source=bl&ots=cchOjKQgIP&sig=jpU1AEefmU4IPeym6bJKUpMTNKg&hl=en&ei=mI08TPewDMGHkQW3weR7&sa=X&oi=book_result&ct=resul&resnum=4&ved=0CCMQ6AEwAw#v=onepage&q=A%20strong%20culture%20can%20act%20as%20a%20substitute%20for&f=false

2000) Consistency of behavior is an asset to an organization when it faces which of the following?

Massive changes

A dynamic environment

An unknown environment

A stable environment

Ref: So consistency of behavior is an asset to an organization when it faces a stable environment

2001) Which of the following is an example of change in the nature of competition?

Growth of e-commerce

Decline in global oil prices

Increased interest in urban living

A decrease in interest rates

2002) Which of the following is **NOT** a source of individual resistance to change?

a. habit

b. security

c. fear of the unknown

d. inertia

Five reasons why individuals may resist change are

1. **Habit:** Life is complex, to cope with having to make hundreds of decisions everyday, we all rely on habits or programmed responses.
2. **Security:** *People with a high need for security are likely to resist change because it threatens their feelings of safety.*
3. **Economic factors:** *Another source of individual resistance is concern that changes will lower one's income.*
4. **Fear of the unknown:** *Changes substitute ambiguity and uncertainty for the known.*
5. **Selective information processing:** Individuals shape their world through their perceptions. Once they have created this world, it resists change

2003) What term is used for feelings that tend to be less intensive than emotions?

Affect

Cognition

Thoughts

Mood

http://webcache.googleusercontent.com/search?q=cache:Y204wolJtFgJ:marrichassociates.com/BUS_261_Organizational_Behavior_Twelfth_Day.ppt+moods+are+feelings+that+tend+to+be+less+intensive+than+emotions&cd=6&hl=en&ct=clnk&gl=pk

2004) Which one of the following is **NOT** a characteristic of group in organization?

Common goal

Interaction with one another

Accept expectations and obligations

Mutually independent

2005) Which of the following refers to the network of personal and social relations that is developed spontaneously between people associated with each other?

Formal organization

Informal organization

Business organization

Government organization

2006) All of the following are the primary bases of personal power **EXCEPT:**

Referent power

Position power

Expert power

Coercive power

2007) Trying to make someone else accept blame for a problem is an example of which of the following conflict handling intention?

<http://groups.google.com/group/vuzs>

www.vuzs.net

Competing

Compromising

Avoiding

Accommodating

[http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT313&lpg=PT313&dq=Trying+to+make+someone+else+accept+blame+for+a+problem+\(conflict\)&source=bl&ots=9vx1faK_4J&sig=aIYqoSZK04_8oQrfXf1A0mIZ6As&hl=en&ei=e5E8TK7RCJCTkAWt15SFAQ&sa=X&oi=book_result&ct=result&resnum=4&ved=0CB8Q6AEwAw#v=onepage&q=trying%20to%20make%20him%20or%20her%20accept%20the%20blame%20for%20a%20problem&f=false](http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT313&lpg=PT313&dq=Trying+to+make+someone+else+accept+blame+for+a+problem+(conflict)&source=bl&ots=9vx1faK_4J&sig=aIYqoSZK04_8oQrfXf1A0mIZ6As&hl=en&ei=e5E8TK7RCJCTkAWt15SFAQ&sa=X&oi=book_result&ct=result&resnum=4&ved=0CB8Q6AEwAw#v=onepage&q=trying%20to%20make%20him%20or%20her%20accept%20the%20blame%20for%20a%20problem&f=false)

2008) At Sawera Manufacturing, Inc., the sales representatives often argue with the production employees because promised orders are often behind the schedule. The production employees claim that the sales representatives frequently fail to submit orders until they are already past due. The sales representatives and the production employees are experiencing which of the following conflict?

Competition for scarce resources

Intergroup conflict page 124

Interpersonal conflict

Representative conflict

2009) When two party's goals are incompatible, but their interactions are important to meeting their goals, which reaction to conflict is likely to occur?

Competition

Collaboration

Compromise

Accommodation

<http://college.cengage.com/business/moorhead/organizational/6e/students/glossary/index.html#C>

2010) Which of the following is NOT a personal cause of conflict in organizations?

Personalities

Perception

Authority relationships

Communication

<http://webcache.googleusercontent.com/search?q=cache:S0qRK5FuRD4J:www.swcollege.com/management/nelson-quick/powerpoint/ch13.ppt+personal+cause+of+conflict+in+organizations+Personalities+Perception+Authority+relationships+Communication&cd=5&hl=en&ct=clnk&gl=pk>

2011) To achieve a compromise approach, one needs to_____.

Avoid overt disagreement

Value openness and trust

Dominate the other conflicting party

Give up something of value page 126

Ref: When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome

2012) Division of labor is often referred to as which of the following?

Departmentalization

The organizational chart

Specialization

The administrative hierarchy

2013) When there is a narrow span of control, to improve the span of control there is likely to be:

An increase in the number of workers

Less control over production workers

More administrative levels

Less bureaucracy

2014) Jobs grouped according to traditional business tasks such as marketing, manufacturing, and personnel are departmentalized by:

Process

Service

Function

Structure

2015) The process of constructing and adjusting an organization's structure to achieve its goals is:

Strategic management

Strategy-structure fit

Organizational design

Organizational reconfiguration

<http://webcache.googleusercontent.com/search?q=cache:SKeN0zvtOhMJ:www.slideshare.net/guest3bd2a12/organizational-design-presentation+Organizational+design+process+of+constructing+and+adjusting+an+organization's+structure+to+achieve+its+goals&hl=en&gl=pk&strip=1>

2016) An alternative work arrangement in which employees must be present to perform job duties during a required core time but starting and ending work times can vary is called which of the following?

Job sharing

Compressed workweek scheduling

Task restructuring

Flextime

http://docs.google.com/viewer?a=v&q=cache:SBLpc7H9gTsJ:polaris.umuc.edu/~nhoaglan/COMM393X/example.pdf+An+alternative+work+arrangement+in+which+employees+must+be+present+to+perform+job+duties+during+a+required+core+time+but+starting+and+ending+work+times+can+vary&hl=en&gl=pk&pid=bl&srcid=ADGEESjah6NWomz4CumoVdm-kvBVqV4pCEdyBNC3QWnbc71Z9-qzwVVYBhx_72oD23KAzOEzlrpcgStI9zO0GSda4mMXkdvPYv0H6okpD2oE0t2B4fNTtmvBxj3L37p8K86DY-3vjE&sig=AHIEtbSk2JRn-JUnGbr-pl97e98UJfjXMQ

2017) The tools, techniques, and actions used by an organization to transform inputs into outputs are called:

An organization's technology

The throughput

The transformation process

Work design

[http://books.google.com.pk/books?id=CmFjF5tNmuEC&pg=PA17&lpg=PA17&dq=Technology+\(tools,+techniques,+actions+used+to+transform+inputs+into+outputs\)&source=bl&ots=XpDLvSG_p6&sig=8oHMHfK9WSyFr7HB5gNLbXG2tVY&hl=en&ei=EYQ9TI7JH8yLkAWOoPyxDA&sa=X&oi=book_result&ct=result&resnum=10&ved=0CDUQ6AEwCQ#v=onepage&q=Technology%20\(tools%2C%20techniques%2C%20actions%20used%20to%20transform%20inputs%20into%20outputs\)&f=false](http://books.google.com.pk/books?id=CmFjF5tNmuEC&pg=PA17&lpg=PA17&dq=Technology+(tools,+techniques,+actions+used+to+transform+inputs+into+outputs)&source=bl&ots=XpDLvSG_p6&sig=8oHMHfK9WSyFr7HB5gNLbXG2tVY&hl=en&ei=EYQ9TI7JH8yLkAWOoPyxDA&sa=X&oi=book_result&ct=result&resnum=10&ved=0CDUQ6AEwCQ#v=onepage&q=Technology%20(tools%2C%20techniques%2C%20actions%20used%20to%20transform%20inputs%20into%20outputs)&f=false)

2018) Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

Job description

Job specification page 164

Job evaluation

Job enrichment

2019) Which of the following specifies the relative value of each job in the organization?

Job description

Job specification

Job evaluation page 164

Job enrichment

<http://hubpages.com/hub/Job-Description-JD>

2020) All of the following are examples of external forces for change **EXCEPT:**

Workforce diversity

Globalization

Company Crisis

Ethical behavior

http://docs.google.com/viewer?a=v&q=cache:MDtRc4o5LJsJ:managementconsultingcourses.com/Lesson37OrganizationalChange.pdf+external+forces&hl=en&gl=pk&pid=bl&srcid=ADGEESjmmxVNB9jBnCk46Kw6hwbxQtgp7UBv2O5ykvNCmSTG2OuhXnY5ibebEefpMrJYEXblZrOZ68Wyk3yxLFjAu8ZEO6cmmacuLjtG0Kqvtcyt2nbouU8Jm6bBNwmdidHDj_Ds_2_u&sig=AHIEtbSEsSgO0hNmhb_IsAuO0GtlyhmMrw

2021) Which of the following is not considered as a characteristic of organizations?

Social entities

Goal oriented

Closed system page 12

Deliberately structured

Reference:

Organizations are:

Social entities

Goal oriented

Deliberately structured

Linked to the external environment

<http://groups.google.com/group/vuuzs>

www.vuuzs.net

2022) Which of the following term is defined as “the right inherent in a managerial position to give orders and expect orders to be obeyed”?

Select correct option:

Chain of command

Authority

Unity of command

Leadership

2023) _____ focuses on the study of people in relation to their social environment.

Select correct option:

Psychology

Sociology

Corporate strategy

Political science

2024) Which of the following is NOT true of charismatic leaders?

Select correct option:

They have behavior that is unconventional

They are willing to take high personal risk

They have a vision and the ability to articulate the vision

They show consistency with their followers' behaviors

Charismatic Leadership”

Four characteristics of the charismatic leader have been identified. They *have a vision, are willing to take risks to achieve that vision, are sensitive follower needs, and exhibit behaviors that are out of the ordinary*

2025) In attribution theory, what is distinctiveness?

Select correct option:

Whether an individual displays consistent behaviors in different situations

Whether an individual displays different behaviors in different situations page 48

Whether an individual displays consistent behaviors in similar situations

Whether an individual displays different behaviors in similar situations

2026) Which of the following is the most productive stage in group development?

Select correct option:

Producing

Increasing

Maturity

Performing

http://www.cliffsnotes.com/study_guide/Stages-of-Team-Development.topicArticleId-8944,articleId-8904.html

2027) _____ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.

Select correct option:

Formal organization

Informal organization

Business organization

Government organization

2028) If you wish to emphasize the importance of making decisions consistent with fundamental liberties and privileges, the focus of your teaching will also be on which of the following?

Select correct option:

Utilitarianism

Justice

Rights page 56

Privilege

2029) Which of the following will influence the method of recruitment and selection used by a company?

Select correct option:

The size of organization

The economic conditions of country

The emerging trends in technology

The social and ethical demands

2030) What are the three primary determinants of behavior that organizational behavior focuses upon?

Select correct option:

Individuals, profit structure, and job satisfaction

Individuals, groups, and job satisfaction

Groups, structure, and profit structure

Individuals, groups, and structure page 1

2031) The managers of a multinational company are located in Taiwan, India, Brazil, and the United States. Which group decision-making technique seems most reasonable

for this organization?

Select correct option:

A postal service interaction

A brainstorming session

A nominal group

An electronic meeting

2032) Increasingly, we can expect that women will be hired into _____ positions.

Select correct option:

Unskilled

Traditionally female

Socially-oriented

Professional

2033) Which bargaining strategy is preferable for use in intra-organizational behavior?

Positive negotiation

Distributive bargaining

Integrative bargaining page 132

Equal bargaining

Ref: In terms of intra-organizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining.

2034) _____ is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.

Select correct option:

Workforce diversity

Affirmative action

Organizational culture

Operational homogeneity

2035) The employee writes a complaint letter to his manager. Putting his thoughts onto paper is an example of:

Select correct option:

Encoding

Messaging

Channeling

Cryptography

2036) Mohsin has already presented two excellent reports. The report he has just presented is clearly not as good as the first two reports, yet he is given the same high grade as before. What shortcut has been used in this case?

Select correct option:

The contrast effect

The halo effect

Stereotyping

Projection

2037) The unity-of-command principle states which of the following?

Select correct option:

Managers should limit their control to a maximum of ten employees

An individual should be directly responsible to only one supervisor

Managers should provide direction to employees in a unified fashion

Employees should report directly to two supervisors to maintain task balance

2038) People with which type of personality trait commonly make poor decisions because they make them too fast?

Select correct option:

Type As

Type Bs

Self-monitors

Extroverts

2039) The power that the College Dean has been granted by the University over the faculty is termed as which of the following power?

Select correct option:

Academic

Positional

Legitimate

Organizational

2040) Which of the following is NOT a factor in the individual perceiver?

Attitude

Motive

Location

Perception

Ref: The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations

2041) Increasingly, we can expect that women will be hired into ____positions.

Select correct option:

Unskilled

Traditionally female

Socially-oriented

Professional

2042) The CEO of a retail store is developing its business plan. The store will have 200 employees and will serve customers both locally and internationally via a storefront and an Internet catalogue. Which of the following organizational designs is LEAST likely to benefit the goals of this retail store?

Select correct option:

Matrix

Virtual

Bureaucracy

Simple

2043) A threatened strike action by a labor union to force the management to accept their demands is an example of which of the following power?

Select correct option:

Referent power

Legitimate power

Reward power

Coercive power

2044) Usually in organizations, who is responsible for managing change activities?

Select correct option:

Senior management

Consultants

Managers

Employees

2045) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?

Select correct option:

Terminal values

Instrumental values

Theoretical values

Social values

2046) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

Select correct option:

Groupthink

Nominal group page92

Brainstorm

Electronic meeting

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA232&lpg=PA232&dq=most+restricts+discussion+or+interpersonal+communication+during+the+decision-making+process&source=bl&ots=0lwVDGBvsl&sig=HzYcgmuXbyQMCeBC-Q6KVjU6mnE&hl=en&ei=Muy9TKr7MYuUkAWSirWkDA&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBcQ6AEwAQ#v=onepage&q=most%20restricts%20discussion%20or%20interpersonal%20communication%20during%20the%20decision-making%20process&f=false

2047) According to attribution theory, which of the following is an example of externally caused behavior?

Select correct option:

An employee is late because of a flat tire.

An employee was promoted because of his abilities

An employee was fired because he slept on the job.

An employee was promoted because he was hard working.

2048) Several key dimensions to any organization's environment have been found. Which of the following is one of these key dimensions?

Select correct option:

Productivity

Complexity

Interdependence

Collaboration

2049) Which of the following tactics involves an individual in the decision-making process?

Select correct option:

Ingratiation

Exchange

Pressure

Inspirational appeals

2050) What is the main strength of job rotation?

Select correct option:

It decreases workload

It increases motivation

It increases productivity

It decreases training costs

2051) Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis?

Select correct option:

The level of the group

The level of the individual

The level of the organization

The level of the culture

2052) In the communication process, which of the following steps occurs first?

Select correct option:

Transmitting

Decoding

Encoding

Understanding

2053) All of the following are true about learning EXCEPT that it :

Select correct option:

Can have a very short duration

Requires a change in behavior

Requires some form of experience

Affects aptitude

2054) Which of the following type of leader is likely to have the most profound effect on his or her followers?
Select correct option:

- Educational
- Directive
- Transformational**
- Transactional

http://www.zainbooks.com/books/management/leadership-and-team-management_11_transactional-charismatic-and-transformational-leadership.html

2055) Which of the following statements is NOT true?

Select correct option:

- Satisfied employees are likely to be more productive
- Dissatisfied employees are more likely to miss work
- Satisfied employees increase customer satisfaction and loyalty
- The most effective way to improve job satisfaction is a raise in pay**

2056) Which of the following can be defined as a loss in performance due to low leader expectations?

Select correct option:

- Golem effect**
- Galatea effect
- Halo effect
- Marshal effect

<http://www.yousigma.com/ftogmanagementlingo.html>

2057) The degree, to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is _____.

Select correct option:

- Job satisfaction
- Job involvement**
- Job stability
- Job enrichment

2058) As a manager, one of Ali's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Ali performing, when he does this?

Select correct option:

- Leadership role

Monitor role
Figurehead role
Spokesperson role

2059) Which of the following types of teams would most likely empower its team members to make work-related decisions?

Select correct option:

Technical
Self-managed
Problem-solving
Management

2060) What do we call the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment?

Select correct option:

Environmental analysis
Social verification
Outlook
Perception page44

2061) Which of the following factors make it imperative that organizations be fast and flexible?

Select correct option:

Temporariness
Corporate excess
Advances in corporate strategy
Globalization

2062) “Fahad is easy-going at home, but at work he becomes very tense and anxious.” This statement attributes Fahad’s personality more to which of the following?

Select correct option:

Heredity
Environment
Situation
Locus of control

2063) An individual most likely to engage in political behavior would have all of the following except a/an :

Select correct option:

High need for power

High ability to self monitor

High charisma rating

Internal locus of control

2064) Which of the following is NOT considered as a driving force of internal change?

Select correct option:

Organizational crisis

Working environment

Declining effectiveness

Societal pressures

2065) People with which type of personality trait commonly make poor decisions because they make them too fast?

Select correct option:

Type As

Type Bs

Self-monitors

Extroverts

2066) All of the following are characteristics of the organic model except:

Select correct option:

Cross-functional teams

Narrow spans of control

Cross-hierarchical teams

Employee discretion

2067) The belief that "violence is wrong" is an evaluative statement. Such an opinion constitutes which of the following component of an attitude?

Select correct option:

Cognitive

Affective

Behavioral
Reflective

2068) The management of Chanab Corporation discovers that its market is clearly divided between very different types of clients, with different support needs. To respond to this market diversity, management will probably choose to which of the following type of departmentalization?

Select correct option:

- Requirements
- Support
- Customer**
- Matrix

2069) Ineffective planning of workforce would be highlighted by:

Select correct option:

Recruitment and selection problems

- The need to out source some of the production
- A need to offer retraining to current employees
- An opportunity to increase the use of mechanization

2070) Transactional leadership is addressed by all of the following leadership theories EXCEPT:

Select correct option:

Transformational leadership theory

- Path-goal theory
- Fiedler's leadership model
- The leader-participation model

2071) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?

Select correct option:

- Terminal values
- Instrumental values**
- Theoretical values
- Social values

2072) Organizing workshops and meetings to explain the changing nature of work is an example of which of the following tactics to overcome resistance?

Select correct option:

Manipulation and cooptation

Education and communication

Participation

Negotiation

2073) How is the satisfying decision maker best characterized?

Select correct option:

As using rationality

As using bounded rationality

As affected by anchoring bias

As relying on others to make decisions

2074) A person or group with a direct interest, involvement, or investment in organization is called _____.

Select correct option:

Shareholder

Stakeholder

Stockholder

Patron

2075) Trust and trustworthiness affect a leader's access to:

Dedication and achievement

Persuasion and control

Power and influence

Knowledge and cooperation

Trust and Leadership

1. Trust is a primary attribute associated with leadership. When trust is broken, it can have serious adverse effects on a group's performance.
2. It is evident that it is impossible to lead people who do not trust you. Trust and trustworthiness modulate the leader's access to knowledge and cooperation.

2076) What is the term used for a general impression about an individual based on a single characteristic such as intelligence, sociability, or appearance?

Select correct option:

The contrast effect
Personal bias
The halo effect
Projection

• Halo Effect

– A general impression about an individual is based on a single positive characteristic.

2077) Factors other than satisfaction that impact one's decision to leave a current job include all of the following EXCEPT:

Select correct option:

Labor market conditions
Length of tenure with the organization
Expectations about alternative job opportunities

Organizational citizenship behavior

2078) The conflict-handling intention of avoiding is _____

Select correct option:

Assertive and uncooperative
Assertive and cooperative
Unassertive and uncooperative

Unassertive and cooperative

2079) Which of the following countries ranks highest in long-term orientation?

Select correct option:

Afghanistan
Bangladesh
Russia

China

Asian countries were more collectivist than individualistic. US ranked highest on individualism. German and Hong Kong ranked highest on quality of life; Russia and The Netherlands were low. China and Hong Kong had a long-term orientation; France and US were low.

2080) One of the shortcuts used to judge others involves evaluating a person based on how he/she compares to other individuals on the same characteristic. What is this shortcut called?

Select correct option:

Selective perception

The contrast effect

The halo effect

Stereotyping

2081) Which of the following abilities one should have to perform the job of a beach lifeguard?

Select correct option:

To have strong muscles only

To have inductive reasoning skills

To have deductive reasoning skills

Strong spatial-visualization abilities and body coordination

2082) Sabohi has a job which pays an excellent salary. She has a good relationship with her peers and her supervisors. She also likes the fact that the company policy fits well with what she personally believes, and that she has received considerable recognition for her achievements at the company. Which of these factors is 'MOST likely' responsible for the fact that Sabohi loves her job?

Select correct option:

High compensation

Good nature of peer relationships

Good nature of supervisor relationships

Recognition for her achievements

2083) Asad is informing employees about the new disciplinary actions approved by the higher management. This is an example of:

Select correct option:

Upward communication

Downward communication

Diagonal communication

Horizontal communication

2084) Which of the following is one of the most popular ways to group activities?

Select correct option:

Product

Function

Geography
Process

2085) In which stage of the conflict process does conflict become visible?

Select correct option:

- Illumination
- Intentions
- Behavior**
- Cognition

http://docs.google.com/viewer?a=v&q=cache:oiHv9uUBAhQJ:www.mehralborz.com/WebPage/s/OB/ch08/ref/OB_Ch08_FurtherRef_01.pdf+conflict+become+visible&hl=en&gl=pk&pid=bl&srcid=ADGEEShd2oD5HTtg-bL4FuJ8xp8yUwXyM5xA2Q76J3pZbiNZSt37fGQn0t7fZ2HLq7czPtz3IK_7jCd7AChqNwg6k9LZ4j96YRe9xXIyLkmWPvx7HYrEn2kKJ4XgdGXcgk5EdsgT6GY&sig=AHIEtbRYsT-bZjkT5XGFVefgqOpClKnopg

2086) Studies indicate that which of the following tends to decrease with increased tenure?

Select correct option:

- Job satisfaction
- Productivity
- Absenteeism**
- Raises and promotion

2087) Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

Select correct option:

- Memory**
- Number Aptitude
- Deductive Reasoning
- Perceptual speed

2088) Ineffective planning of workforce would be highlighted by:

Select correct option:

- Recruitment and selection problems**
- The need to out source some of the production
- A need to offer retraining to current employees
- An opportunity to increase the use of mechanization

2089) Asad, one of your newest employees, is an extravert. Which of the following statements is LEAST likely to be true?

Select correct option:

Asad will probably attend the company picnic

Asad will be suited to a managerial or sales position

Asad will probably have a large number of relationships

Asad will perform well on specialized, detail-oriented tasks

2090) Which is NOT a type of conflict identified by the interactionist view?

Select correct option:

Organizational

Relationship

Process

Institutional

2091) Transactional leadership is addressed by all of the following leadership theories EXCEPT:

Select correct option:

Transformational leadership theory

Path-goal theory

Fiedler's leadership model

The leader-participation model

2092) The basis by which jobs are grouped together is termed ____.

Select correct option:

Bureaucracy

Specialization

Centralization

Departmentalization

2093) Which of the following is the strength of the matrix structure?

Select correct option:

Economies of scale

Social empowerment

Ability to facilitate coordination

Adherence to chain of command

2094) Culture is most likely to be a liability when:

Select correct option:

It increases the consistency of behavior

The organization's environment is dynamic

The organization's management is ineffectual

Countercultures are integrated into the dominant cultures

2095) Which of the following is not a core topic of organizational behavior?

Select correct option:

Motivation

Attitude development

Conflict

Resource allocation

2096) Which of the following term refers to how an organization transfers its inputs into outputs?

Select correct option:

Production

Technology

Operations

Process

2097) Which of the following option shows the quality of continuing steadily despite of problems or difficulties?

Select correct option:

Persistence

Intensity

Direction

Meditation

<http://www.encyclo.co.uk/define/persistence>

2098) Hanif is dissatisfied with his job but believes that his supervisor is a good man who will do the right thing. Hanif has decided that if he just waits, conditions will improve. Henry's approach to this problem is termed as:

Select correct option:

Exit

Voice
Loyalty
 Neglect

2099) The two parties eventually agree to ask M.S Qureshi, an attorney and trusted friend, to help them informally to solve their problem. Sam's role is that of a(n):
 Select correct option:

Mediator
 Arbitrator
 Conciliator
 Consultant

2100) The most important aspect of power is probably that it:
 Select correct option:

Involves control
 Tends to corrupt people
 Is counterproductive
Is a function of dependency

http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT290&dq=The+most+important+aspect+of+power+is+probably+that+it+ls+a+function+of+dependency&hl=en&ei=8S4-TMqNNYvQcZPDkaB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=The%20most%20important%20aspect%20of%20power%20is%20probabl y%20that%20it%20ls%20a%20function%20of%20dependency&f=false

2101) While managing political behaviors in organization, the manager requires discouraging:
 Select correct option:

Negotiation
 Relationships
Self interest
 Dialogue

2102) Which of the following is NOT a key component of emotional intelligence?
 Self-awareness
 Self-management
Commitment page 41
 Empathy

2103) The basis by which jobs are grouped together is termed ____.

Select correct option:

- Bureaucracy
- Specialization
- Centralization
- Departmentalization**

2104) Celebrities are paid millions of dollars to endorse products in commercials because the advertisers believe the celebrities have which of the following power?

Select correct option:

- Personal
- Referent**
- Expert
- Legitimate

2105) Your physician has advised you to take a series of medications. You comply because of his _____ power.

Select correct option:

- Referent
- Formal
- Expert**
- Personal

2106) Conflict a mother feels between being a friend to their children and also being a disciplinarian explains which of the following type of conflict?

Select correct option:

- Intergroup Conflict
- Interpersonal Conflict
- Interrole Conflict**
- Intrarole Conflict

2107) AGA Corporation is going to obtain the ownership or procession of another company. This process will call:

Select correct option:

- Downsizing
- Rightsizing
- Reengineering
- Acquisition**

- 2108) According to attribution theory, which of the following is an example of externally caused behavior?
Select correct option:

An employee is late because of a flat tire.

An employee was promoted because of his abilities
An employee was fired because he slept on the job.
An employee was promoted because he was hard working.

- 2109)** A bureaucracy is characterized by all of the following EXCEPT:

Select correct option:

Specialization tasks
Highly routine operating tasks
Formalized rules and regulations
Decentralized decision making

- 2110) Which of the following will influence the method of recruitment and selection used by a company?

Select correct option:

The size of organization
The economic conditions of country
The emerging trends in technology
The social and ethical demands

- 2111) in which of the following career stage; an individual gets his first job, gets accepted by his peers, learns in this job, and also gains the first tangible evidence of success or failure?

Select correct option:

Growth stage
Exploration stage
Establishment stage
Maintenance stage

http://books.google.com.pk/books?id=Y6QRJb40C84C&pg=PA379&lpg=PA379&dq=career+stage+++++Growth+stage+++++Exploration+stage+++++Establishment+stage+++++Maintenance+stage&source=bl&ots=XcJqtZx4Jj&sig=P8d-ZWC361SuyJl_kYU08gUC3BE&hl=en&ei=Hc9ATKD3PMmvcMTP0NoP&sa=X&oi=book_result&ct=result&resnum=5&ved=0CCUQ6AEwBA#v=onepage&q=career%20stage%20%20%20%20%20%20%20%20%20Growth%20stage%20%20%20%20%20%20%20%20Exploration%20stage%20%20%20%20%20%20%20%20%20Establishment%20stage%20%20%20%20%20%20%20%20Maintenance%20stage&f=false

2112) Asad and Saad are working in a company. There occurs a conflict between the two due to different views on some decisions. Both are indulging in what type of conflict?

Select correct option:

Interpersonal Conflict

Interorganizational Conflict

Intergroup Conflict

Person-role Conflict

2113) Ability to understand what is read or heard and the relationship of words to each other is called _____

Select correct option:

Verbal comprehension

Non verbal comprehension

Perceptual speed

Memory

2114) Which of the following network structure requires high emergence of leadership?

Select correct option:

Wheel

Chain

All-channel

Diverse

2115) What is generally the result of groupthink?

Select correct option:

Higher quality decisions

More risky decisions

Less critical analysis

Unpopular decisions

[http://books.google.com.pk/books?id=TAaDaczB_8C&pg=PA448&dq=critical+analysis++groupthink&hl=en&ei=Yeg9TMXwF4WecarwvaIB&sa=X&oi=book_result&ct=resu
lt&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=critical%20analysis%20%20group
think&f=false](http://books.google.com.pk/books?id=TAaDaczB_8C&pg=PA448&dq=critical+analysis++groupthink&hl=en&ei=Yeg9TMXwF4WecarwvaIB&sa=X&oi=book_result&ct=resu
lt&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=critical%20analysis%20%20group
think&f=false)

2116) Individuals with a high need to achieve prefer all of the following EXCEPT:

Select correct option:

Job situations with personal responsibility

A high degree of risk

Overcoming obstacles

Personal empowerment

- 2117) The best definition for centralization is a situation in which decision making is:
Select correct option:

Pushed down to lower level employees

Concentrated at a single point in the organization

Completed in each department and then sent to the higher-ups

Diffused among a large segment of employees

- 2118) Which one of the following might not be a functional outcome of the conflict process?
Select correct option:

Stimulates creativity

Increases innovation

Relieves tensions

Avoids risk

<http://www.lida-us.com/Articles/7.pdf>

- 2119) Reactive and protective behaviors designed to avoid action, blame, or change are termed as:
Select correct option:

Political behaviors

Defensive behaviors

Protectionism

Impression management

- 2120) A bureaucracy is characterized by all of the following EXCEPT:
Select correct option:

Specialization tasks

Highly routine operating tasks

Formalized rules and regulations

Decentralized decision making

- 2121) What is/are the key element(s) of motivation?
Select correct option:

<http://groups.google.com/group/vuuzs>

www.vuuzs.net

Intensity
Direction
Persistence

All of the given options

2122) Performance evaluations are used as a mechanism for all of the following EXCEPT _____.
Select correct option:

Human resource planning
Determining advancements in positions
Monitoring the success of marketing strategies
Identifying training and development needs

2123) Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were out and you had to walk up 10 flights of stairs. Your boss is guilty of _____.
Select correct option:

Self-serving bias
Selective perception
Fundamental attribution error page 49
Inconsistency

2124) Which one of the following problems is most likely to occur in a matrix structure?
Select correct option:

Loss of economies of scale
Decreased employee motivation
Employees receiving conflicting directives
Decreased response to environmental change

2125) Which of the following would not be considered an organization?
Select correct option:

Hospital
Charity centers
Red cross
Dairy farmers in Punjab

2126) Which of Hofstede's dimensions is the degree to which people in a country prefer structured to unstructured situations?

Select correct option:

Collectivism

Power distance

Long-term orientation

Uncertainty avoidance

2127) Which of the following is NOT a factor in the individual perceiver?

Attitude

Motive

Location

Perception

Ref: The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations

2128) Agro Farm Products is expanding its traditional business serving farm owners in order to include home gardeners in its customer base. The sales agents are not happy with this change. In order to overcome their resistance management decides to involve the sales personnel in planning for the change and in stocking appropriate new items to sell to gardeners. Management is choosing which of the following?

Select correct option:

Participation

Negotiation

Education and communication

Manipulation and cooptation

2129) Which of the following is the term used to refer to establishing effective relationships with key people inside and/or outside an organization?

Select correct option:

Networking

Politicking

Interest group

Lobbying

<http://webcache.googleusercontent.com/search?q=cache:XF1zQEx2VcYJ:web.ed.ntnu.edu.tw/~minfei/OBch13.doc+Politicking+establishing+effective+relationships+with+key+people+inside+and/or+outside+an+organization&cd=10&hl=en&ct=clnk&gl=pk>

2130) Ahmed believes that men perform better in oral presentations than women. What shortcut has been used in this case?
Select correct option:

- The halo effect
- The contrast effect
- Projection
- Stereotyping**

2131) A threatened strike action by a labor union to force the management to accept their demands is an example of which of the following power?
Select correct option:

- Referent power
- Legitimate power
- Reward power
- Coercive power**

2132) How is gain-sharing an improvement on profit sharing?
Select correct option:

- It focuses on productivity gains rather than profits
- Superior employees can receive incentive even when the organization isn't profitable**
- It does not distribute profits, only gains in profits
- It rewards behaviors that are less influenced by external factors

2133) Which of the following departmentalization achieves economies of scale by placing people with common skills and orientations into common units?
Select correct option:

- Functional**
- Process
- Product
- Geographic

http://books.google.com.pk/books?id=vizqtPUPakEC&pg=PA231&dq=departmentalization+achieves+economies+of+scale+by+placing+people+with+common+skills+and+orientations+into+common+units&hl=en&ei=DcVATLvBHcyvcIvC9M8P&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q&f=false

2134) What is the last step in the Rational Decision-Making Model?

Select correct option:

Developing alternatives

Collecting relevant data

Weighing the decision criteria

Computing the optimal decision

2135) Which type of conflict will you experience among the multiple roles in your life, like role of a father and a manager?

Select correct option:

Intergroup Conflict

Interpersonal Conflict

Interrole Conflict

Intrarole Conflict

2136) All of the following are examples of external forces for change **EXCEPT:**

Changing work climate

Workforce diversity

Globalization

Ethical behavior

http://docs.google.com/viewer?a=v&q=cache:MDtRc4o5LJsJ:managementconsultingcourses.com/Lesson37OrganizationalChange.pdf+external+forces&hl=en&gl=pk&pid=bl&srcid=ADGESjmmxVNB9jBnCh46Kw6hwbxQtgp7UBv2O5ykvNCmSTG2OuhXnY5ibebEefpMrJYEXblZrOZ68Wyk3yxLFjAu8ZEO6cmmacuLjtG0Kqvtcyt2nbouU8Jm6bBNwmdidHDj_Ds_2_u&sig=AHIEtbSESsgO0hNmhb_lsAuO0GtIyhmMrw

2137) Which of the following is the individual source of resistance to change?

Structural inertia

Threat to expertise

Fear of unknown

Threatened power

http://webcache.googleusercontent.com/search?q=cache:Q0r4rWxqqVsJ:www.unitar.org/hirosima/sites/unitar.org.hiroshima/files/5_AF08_WSIII_Managing_Organizational_Change.pdf+or

[ganizational+source+of+resistance+to+change+threatened+power&cd=8&hl=en&ct=clnk&gl=pk](#)

2138) Which of the following is the individual source of resistance to change?

Structural inertia

Threat to expertise

New social relationships

Threatened power

http://webcache.googleusercontent.com/search?q=cache:Q0r4rWxqqVsJ:www.unitar.org/hirosima/sites/unitar.org.hiroshima/files/5_AF08_WSIII_Managing_Organizational_Change.pdf+organizational+source+of+resistance+to+change+threatened+power&cd=8&hl=en&ct=clnk&gl=pk

2139) Which of the following is the process of planned change and improvement of the organization through application of knowledge of the behavioral science?

Organizational culture

Organizational theory

Organizational Change

Organizational Development

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA504&lpg=PA504&dq=is+the+process+of+planned+change+and+improvement+of+the+organization+through+application+of+knowledge+of+the+behavioral+science&source=bl&ots=TPo_3eUheO&sig=4mM27mZ4L0OXDAgHY_tpfX2Xrqo&hl=en&ei=P4Y9TLqbOYGgkQWZzoGIDA&sa=X&oi=book_result&ct=result&resnum=5&ved=0CCEQ6AEwBA#v=onepage&q&f=false

2140) Which of the following can be termed as organizational development program?

Switching from manual to computerized system

Technological change

Total Quality Management

Designing changes for other organization

<http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA504&lpg=PA504&dq=is+the+process+of+planned+change+and+improvement+of+the+organization+through+application+of+kn>

<http://groups.google.com/group/vuzs>

www.vuzs.net

Survey feedback techniques can form the basis for a change process. In the process, data are gathered, analyzed, summarized, and returned to those who generated them to identify, discuss, and solve problems.

2142) Which of the following performance component is about addressing poor performance and improving good performance?

Monitoring page 198

Rewarding

Developing

2143) Usman is a production in charge in an organization. His performance can be judged on the criteria of cost of per unit of production or total units produced. Identify the criteria on which his performance has been evaluated.

Attitude

Traits

Individual task outcomes

Behavior

http://books.google.com.pk/books?id=9-jcsiS8RSoc&pg=PA460&lpg=PA460&dq=Individual+task+outcomes&source=bl&ots=0lwVDExzul&sig=j-3JStL0et7CLtT0T1QsLYaaVTQ&hl=en&ei=F4o9TK7lMdGGkAWG69jkDA&sa=X&oi=book_result&ct=result&resnum=7&ved=0CDQQ6AEwBg#v=onepage&q=Individual%20task%20outcomes&f=false

2144) Mr. Ahmed is responsible to transmit information to outsiders on organization's plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator

Spokesperson page 9

Representative

Figurehead

2145) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Deviant Workplace Behavior page 42

Emotional Labor

Emotional disorder

None of the given options

2146) Which of the following is **NOT** one of the six universal emotions, as agreed upon by most contemporary researchers?

Anger

Fear

Hate page 39

Sadness

2147) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

Situation

Perceiver

Reality

Target

2148) When people tend to use intuitive decision making?

<http://groups.google.com/group/vuzs>

www.vuzs.net

When a high level of uncertainty exists

When facts and figures are available
When programmed decisions are made
When there is no time constraint

2149) Which of the following terms involves making decisions so as to provide the greatest good for the greatest number?

Utilitarianism

Justice

Rights

Satisfying

Ref : Utilitarian criterion—decisions are made solely on the basis of their outcomes or consequences. The goal of utilitarianism is to provide the greatest good for the greatest number. This view tends to dominate business decision making.

2150) According to attribution theory, which of the following is an example of externally caused behavior?

An employee is late because of a flat tire.

An employee was promoted because of his abilities

An employee was fired because he slept on the job.

An employee was promoted because he was hard working.

2151) What are the three key elements of motivation?

Interest, activity and reward

Awareness, effort and outcome

Stimulation, progress and achievement

Intensity, direction and persistence page 59

Key Elements of Motivation

Intensity

Direction

Persistence

2152) Maslow's hierarchy of needs arranges those needs in which of the following orders?

Physiological, esteem, safety, social, and self-actualization

Physiological, safety, social, esteem, and self-actualization page 60

Safety, physiological, esteem, social, and self-actualization

Physiological, social, safety, esteem, and self-actualization

2153) Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer's needs?

Existence

Safety

Growth

Physiological

2154) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers page 17

Older employees have lower rates of unavoidable absence than younger workers

Older employees are more likely to quit their job than younger workers

Older employees are perceived to be more flexible than younger workers

2155) Which of the following has **Not** been shown to be a benefit of flextime?

Reduced absenteeism

Improved productivity

Decreased satisfaction

Improved promptness

2156) Which of the following statements is true?

All command groups are also task groups

All task groups are also friendship groups

All command groups are also informal groups

All informal groups are also command groups

2157) Which of the following is **NOT** one of the key components of effective teams?

Effective work design

Recognized company identity

Supportive contextual influences

Well-managed team processes

2158) What is generally the result of groupthink?

Higher quality decisions

More risky decisions

Less critical analysis

Unpopular decisions

http://books.google.com.pk/books?id=TAaDaezB_8C&pg=PA448&dq=critical+analysis+groupthink&hl=en&ei=Yeg9TMXwF4WecarwvaIB&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=critical%20analysis%20%20groupthink&f=false

2159) Which of the following is likely to generate the least innovative alternatives?

Face-to-face interacting groups

Brainstorming

Delphi technique

Nominal group technique

2160) Which group decision-making technique seems most reasonable for the management of a multinational company whose offices are located in China, India, Australia and England?

Brainstorming session

Nominal group technique

Electronic meeting

Postal service interaction

2161) Messages conveyed through body movements and facial expressions are called:

Non-verbals

Physical characteristics

Semantics

Excitement

2162) Which of the following is the most effective communication network for facilitating the emergence of a leader?

Chain

All-channel

Wheel

Direct

Ref: Page no.100

<http://webcache.googleusercontent.com/search?q=cache:WFwK9yg6zbwJ:www.docuter.com/viewer.asp%3Fdocument%3D977118913497f05a152c011233061281%26ch7+Which+of+the+following+is+the+most+effective+communication+network+for+facilitating+the+emergence+of+a+leader%3F+Chain+All-channel+Wheel+Direct&hl=en&gl=pk&strip=1>

2163) The relatively stable set of psychological attributes that distinguishes one person from another is called _____.

Attitude

Personality

Perception

Mind-set

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=stable+set+of+psychological+attributes+that+distinguishes+one+person+from+another&source=bl&ots=TPo_3eWgcW&sig=2dzcA6ITvsBSrw-ejaSYITIBWcY&hl=en&ei=oI09TJDID4-gkQW2wqiyDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=stable%20set%20of%20psychological%20attributes%20that%20distinguishes%20one%20person%20from%20another&f=false

2164) Which of the following managerial roles might include reading trade magazines to learn more about competitors?

- Disseminator
- Leader
- Monitor**
- Spokesperson

2165) A manager performing the role of disseminator is most likely to do which of the following activity?

- Speak in a Chamber of Commerce's meeting
- Hire a new Human Resource Manager for the company
- Inform subordinates about newly founded competitors**
- Develop a new strategic five-year plan for the company

2166) Which of the following variables adversely affects organization's performance?

- Organizational citizenship
- Productivity
- Turnover**
- Job satisfaction

2167) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

Negative reinforcement

Punishment

Extinction

Positive reinforcement

2168) Which of the following is the set of characteristics that underlines a relatively stable pattern of behavior?

- Emotions
- Moods
- Values

Personality

http://findarticles.com/p/articles/mi_6894/is_2_7/ai_n28320359/

2169) The extent to which personality attributes are inherited from our parents or shaped by our environment is called which of the following factors?

Individual differences

Psychological contributions

Nature versus nurture

Psychological contract

Ref: http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=The+extent+to+which+personality+attributes+are+inherited+from+our+parents+or+shaped+by+our+environment+is+called&source=bl&ots=TPoW9n0leW&sig=eGurCOg44Xe3Oor-0PySxQhS0AQ&hl=en&ei=aCULTMWsBtC04QbC7bR2&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=The%20extent%20to%20which%20personality%20attributes%20are%20inherited%20from%20our%20parents%20or%20shaped%20by%20our%20environment%20is%20called&f=false

2170) People with which of the following decision making style work well with others and enjoy social interactions?

Behavioral

Directive

Analytical

Conceptual

2171) Which of the following statement is TRUE regarding trait theories?

Fit traits to various situations

Emphasize the situation in classifying approaches to leadership

Suggest leaders are born and not made

Focus on leaders physical attributes, personality, and abilities

2172) Which of the following determines requirements of organization conversion process?

Machinery, computers and human skills

Raw material and capital

Finished products and services

HR and information system

2173) Which of the following can be considered a method of social learning?

Classroom

Workshop

TV commercial

Work Manual

<http://www.slideshare.net/wcfujita/observational-social-learning-theory>

2174) The degree to which people in a country accept that power in institution and organizations is distributed unequally is called:

Terminal Values

Power Distance

Fairness

Uncertainty Avoidance

2175) Mr. Afaq is working in a sales department of Star Corporation. He gave a personal report to the general manager. In his report he pointed out that the sales staff are not performing their due responsibilities. Afaq's attitude is showing which of the following component?

Cognitive

Affective

Behavioral

None of the given option

2176) Which level of Maslow's hierarchy of needs deals with satisfying one's food, shelter and cloth?

Physiological

Social

Esteem

Safety

2177) A group which is raising funds from public for a medical research on a disease that can affect the population can be called as:

Command group

Formal group

Task group

Interest group

2178) Which of the following statements best describes the goals of Organizational Behavior?

To understand the behaviors of people at work

To appreciate the behavior of people at work

To align behaviors according to the organizational goals

To describe, understand, predict, and control human behavior at work

http://books.google.com.pk/books?id=KMiyP2jAgbwC&pg=PA4&lpg=PA4&dq=To+describe,+understand,+predict,+and+control+human+behavior+at+work&source=bl&ots=fun4fVCtlm&sig=X6EKo1y6aLN_Yi_Sx4uiXhG0530&hl=en&ei=9dw-TMHhHYy4ccLpwNQE&sa=X&oi=book_result&ct=result&resnum=6&ved=0CCUQ6AEwBQ#v=onepage&q=To%20describe%2C%20understand%2C%20predict%2C%20and%20control%20human%20behavior%20at%20work&f=false

2179) Which one of the following is not considered as a part of organizational output?

Finished goods

Services

Dividends

Capital

2180) Advertisements are directed at changing a person's:

Attitude

Value
Ethics
Custom

2181) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

Moods
Behaviors

Values page 28

Customs

Importance of Values

1. Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

2182) The extent to which a society encourages people to be tough, confrontational, and competitive versus modest and tender is called:

Assertiveness

Future orientation
Gender differentiation
Power distance

2183) If you believe that outside forces are largely responsible for your fate, you are the person having:

External Locus of control

Personal Locus of control
Internal Locus of control
Core locus of control

2184) Why is decision making a perceptual issue?

Decision making is generally by consensus

Decision making occurs as a reaction to a problem

There may be more than one way to solve a problem
For a decision, a problem must be perceived to exist

<http://webcache.googleusercontent.com/search?q=cache:AMm7Pg2AhoEJ:web.ed.ntnu.edu.tw/~minfei/OBch5.doc+decision+making+is+a+perceptual+issue+Decision+making+occurs+as+a+reaction+to+a+problem&cd=3&hl=en&ct=clnk&gl=pk>

2185) Which of the following statement is true regarding "intuitive decision making"?

A logical process

An unconscious process

A satisficing process

An effective process

2186) Which applicants are usually considered "best" by interviewers?

Those with the best qualifications

Those who lack any unfavorable characteristics

Those who are verbally adept

Those whose interview lasts the longest

2187) Hassan derives a great sense of belongingness, acceptance and friendship from his relationships with his extended family. Which of Maslow's needs is Hassan fulfilling through these relationships?

Self-actualization

Esteem

Social

Physiological

2188) A theory Y manager would assume that employees would _____.

Dislike work

Need to be controlled

Attempt to avoid work

Exercise self direction

2189) What would be the predicted result of overpaying a piece-rate worker, according to equity theory?

Quality will increase

Quantity will increase

Quality will decrease

There will be no effect

2190) Which of the following is an example of a piece-rate plan?

Stock options

Rs20 for each unit produced

Productivity bonus
Commission

2191) Which of the following helps to explain the current popularity of teams?

Easy to manage
Less expensive

Use employee talents better page 84

Promote socialization

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA141&dq=current+popularity+of+teams+Use+employee+talents+better&hl=en&ei=pOo9TLHFC8LlcYC0iKIB&sa=X&oi=book_result&ct=result&resnum=3&ved=0CDAQ6AEwAg#v=onepage&q=current%20popularity%20of%20teams%20Use%20employee%20talents%20better&f=false

2192) Which of the following best demonstrates the effectiveness of self-managed teams?

An increase in the number of teams required to manufacture a product
A reduction in the number of employees qualified to participate in the teams
A significant reduction in response time for resolving customer concerns
An increase in the technology budget for connecting team members

2193) Which of the following teams are made up of employees from about the same hierarchical level?

Problem-solving
Self-managed

Cross-functional

Virtual

2194) Which of the following is likely to generate the least innovative alternatives?

Face-to-face interacting groups

Brainstorming
Delphi technique
Nominal group technique

2195) When manager marketing is communicating with the manager production, it is called:

Upward communication
Downward communication

Lateral communication

Vertical communication

http://books.google.com.pk/books?id=KMiYp2jAgbwC&pg=PA62&dq=Lateral+communication+Organizational+Behavior&hl=en&ei=p9c-TP3KBIT6cPrpoNsE&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=Lateral%20communication%20Organizational%20Behavior&f=false

2196) Which of the following is NOT a barrier to effective communication?

Filtering

Silence

Language

Selective perception

Barriers to effective communication include *filtering, selective perception, information overload, emotions, and language.*

2197) Receivers in communication see and hear based on their needs, motivations, experience, background, and other personal characteristics. This is called:

Filtering

Defensiveness

Selective perception

Selective selection

2198) Messages conveyed through body movements and facial expressions are called:

Non-verbals

Physical characteristics

Semantics

Excitement

2199) Productivity, job satisfaction and turnover are _____.

Moderating variables

Dependent variables

Independent variables

Continuous variables

2200) Following a response by the termination or withdrawal of something unpleasant is called _____.

Positive reinforcement

Extinction

Negative reinforcement

Punishment

2201) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt

Displayed
Conditional
Exposed

2202) In the following steps of rational decision making, which would come first?

Generate alternatives
Identify criteria
Make a choice
Implement the decision

<http://www.decision-making-confidence.com/rational-decision-making-models.html>

The Six-Step Rational Decision-Making Model

1. Define the problem.
2. Identify decision criteria
3. Weight the criteria
4. Generate alternatives
5. Rate each alternative on each criterion
6. Compute the optimal decision

2203) Which of the following is an advantage of oral communication?

Permanent record of oral communication
Accurate when passing through many people
Chance for timely feedback
More likely to be well thought out

2204) The oil company search for oil, refines and converts it into petrol and petroleum products. This statement shows which of the following component of an organization?

People
Technology
Task
Structure

2205) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

Positive reinforcement

Negative reinforcement

Punishment

Extinction

2206) Which of the following is a common way for companies to encourage employees to behave ethically?

Set examples of employees who behave unethically by terminating them

Prosecute unethical employees

Issue a code of ethics/conduct and train employees in the ethics of conducting business

Administer annual ethics tests to employees

2207) Job satisfaction and employee performance are positively related when:

Pay is linked with attendance

Non-participative techniques are used

Rewards are valued by employees

Employee turnover is high

2208) Suppose you are a member of quality improvement team. Every member in your team gives usual suggestions regarding process improvements. But one of your team member suggests an innovative and totally new idea that is acknowledged by everyone. His idea is noticed because of which of the following external stimulus?

Contrast

Motion

Novelty

Intensity

2209) Mr. Shahzad has been performing successfully at work for several months. He believes that he will get a pay raise if he maintains this high level of performance. This belief is an example of which of the following according to expectancy theory?

Effort-performance

Performance-benefit

Performance-outcome

Performance-valence

2210) Which of the following determines requirements of organization conversion process?

Machinery, computers and human skills

Raw material and capital

Finished products and services

HR and information system

2211) Which of the following can be considered a method of social learning?

Classroom

Workshop

TV commercial

Work Manual

<http://www.slideshare.net/wcfujita/observational-social-learning-theory>

2212) If personality characteristics were completely dictated by _____, they would be fixed at birth and no amount of experience could alter them.

Select correct option:

Job satisfaction

Heredity

Environment

Situations

2213) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?

Social Interaction

Commitment

Charisma

Leadership Skills

<http://www.articlesbase.com/human-resources-articles/emotional-intelligence-999892.html>

2214) Which of the following leadership model integrates the expectancy theory of motivation with the Ohio State leadership research?

Select correct option:

Path-goal

Contingency

Leader-participation
Leader-member exchange

Ref : Path-Goal Theory

- One of the most respected approaches to leadership is the path-goal theory developed by Robert House.
- It is a contingency model of leadership which extracts key elements from the Ohio State leadership research on initiating structure and consideration and the expectancy theory of motivation

2215) Which of the following statements about the determinants of personality is true?

- Personality appears to be a result of external factors
- Personality appears to be a result of mainly hereditary factors
- Personality appears to be a result of mainly environmental factors

Personality appears to be a result of both hereditary and environmental factors

Ref: Personality refers to a relatively stable set of feelings and behaviors that have been significantly formed by genetic and environmental factors

2216) Alia has just presented her paper and has done a really good job. Why should you not want to present your own paper directly after she does?

To avoid the contrast effect

- To avoid the stereotyping effect
- To avoid the halo effect
- To avoid the projection effect

Ref: Contrast Effects

– Evaluations of a person's characteristics that are affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics

2217) Which of the following types of teams would most likely be assembled to improve the efficiency of a company's production process?

- Cross-functional
- Problem-solving**
- Self-managed
- Virtual

<http://webcache.googleusercontent.com/search?q=cache:z2HMAItUSYJ:www.biswasandassociates.com/students/SAMPLEQsforEXAM2.doc+teams+would+most+likely+be+assembled+to+improve+the+efficiency+of+a+company's+production+process&cd=1&hl=en&ct=clnk&gl=pk>

2218) **Why most organizations develop multiple suppliers rather than give their business to only one?**

To increase knowledge and information

To develop interdependence

To reduce dependency

To maximize power

Ref• Dependency, then, is inversely proportional to the alternative sources of supply.

a. This is why most organizations develop multiple suppliers rather using just one

2219) **Which of the following is LEAST likely to create dependency?**

Importance

Non substitutability

Power legitimacy

Supply and demand

2220) **Group behavior, power, and conflict are central areas of study for**

Sociologists

Anthropologists

Social psychologists

Operations analysts

Sociology:

- Group dynamics
- Work teams
- Communication
- Power
- Conflict
- Inter-group behavior

2221) **Which of the following answer choices is the best definition of attitude?**

Attitudes are the yardstick by which one measures one's actions

Attitudes are the emotional part of an evaluation of some person, object or event

Attitudes are evaluative statements of what one believes about something or someone

Attitudes are a measure of how the worth of an object, person or event is evaluated

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT91&lpg=PT91&dq=Attitudes+are+evaluative+statements+of+what+one+believes+about+something+or+someone&source=bl&ots=JFevD0u0G_&sig=kNYH1gSIKe9k6sSOu3EOdgWw50c&hl=en&ei=8jM-TJvhHM2HcfSf2aIB&sa=X&oi=book_result&ct=result&resnum=9&ved=0CDAQ6AEwCA#v=onepage&q&f=false

2222) **which of the following is the expected weakness of group decision making?**

Select correct option:

Less complete knowledge

More time will be used to make the decision

Employees will be less accepting of the group decision

The decision will probably be a lower quality decision

Disadvantages

1. Pressure in groups to conform
2. Domination by one forceful member or dominant clique
3. Amount of time required, because group is slower than individual to make a decision

2223) **Eden Corp has installed a new email system, but many staff members do not know of its features. Upper management decides to allocate a small portion of the company's budget to solving this problem. A team that uses rational decision making to arrive at a solution should be aware that this case deviates from the assumptions of the rational decision making model in what way?**

There are cost constraints page 53

The problem is not clearly defined

The options available to the team are not known

There are constraints on the options available

2224) **Trust and trustworthiness affect a leader's access to:**
Dedication and achievement

Persuasion and control

Power and influence

Knowledge and cooperation

Trust and Leadership

1. Trust is a primary attribute associated with leadership. When trust is broken, it can have serious adverse effects on a group's performance.
2. It is evident that it is impossible to lead people who do not trust you. Trust and trust-worthiness modulate the leader's access to knowledge and cooperation.

2225) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers page 17

- Older employees have lower rates of unavoidable absence than younger workers
- Older employees are more likely to quit their job than younger workers
- Older employees are perceived to be more flexible than younger workers

Ref. In general, older employees have lower rates of avoidable absence. However, they have higher rates of unavoidable absence, probably due to their poorer health associated with aging and longer recovery periods when injured.

2226) Your physician has advised you to take a series of medications. You comply because of his _____ power.

- Referent
- Formal
- Expert**
- Personal

Ref. Expert power Obtaining compliance through one's knowledge or information

2227) In the modern work world, where higher-level trust has been largely destroyed because of broken promises, it is likely to be replaced with which of the following type of trust?

- Reliance-based
- Dependence-based
- Knowledge-based**
- Identity-based

2228) The primary change agents in an organization are:

- Employees
- Managers
- Leaders**
- Stakeholders

<http://books.google.com.pk/books?id=-hz3u0oXAWAC&pg=PA138&lpg=PA138&dq=leaders+are+primary+change+agents+in+>

an+organization&source=bl&ots=xAe_sg8DGb&sig=uufwqhAxKr7z47sCj5A5_OznaZ0&hl=en&ei=ozc-TOPvDs_lccibkKIB&sa=X&oi=book_result&ct=result&resnum=8&ved=0CDcQ6AEwBzgK#v=onepage&q=leaders%20are%20primary%20change%20agents%20in%20an%20organization&f=false

- 2229) “Fahad is easy-going at home, but at work he becomes very tense and anxious.”
This statement attributes Fahad’s personality more to which of the following?

Heredity

Environment

Situation

Locus of control

- 2230) Which of the following theories was proposed by Douglas McGregor?

Hierarchy of needs theory

Theories X and Y

Two-factor theory

Expectancy theory

- 2231) Which of the following term is used to describe broad range of feelings that people experience?

Mood

Affect

Emotion

Emotional Intelligence

<http://www.docstoc.com/docs/6522732/Personality-and-Emotions>

- 2232) One of the shortcuts used to judge others involves evaluating a person based on how he/she compares to other individuals on the same characteristic. What is this shortcut called?

Selective perception

The contrast effect

The halo effect

Stereotyping

2233) Which of the following answer choices is the best definition of attitude?

Attitudes are the yardstick by which one measures one's actions

Attitudes are the emotional part of an evaluation of some person, object or event

Attitudes are evaluative statements of what one believes about something or someone

Attitudes are a measure of how the worth of an object, person or event is evaluated

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT91&lpg=PT91&dq=Attitudes+are+evaluative+statements+of+what+one+believes+about+something+or+someone&source=bl&ots=JFevD0u0G_&sig=kNYH1gSIKe9k6sSOu3EOdgWw50c&hl=en&ei=8jM-TJvhHM2HcfSf2aIB&sa=X&oi=book_result&ct=result&resnum=9&ved=0CDAQ6AEwCA#v=onepage&q&f=false

2234) Which one of the following would NOT be considered a human skill in Katz's structure?

Decision making

Communicating

Working as part of a team

Listening to others

2235) Mr. Zulfiqar, Manager in ABC Company, always assume that employees don't like to work and avoid working whenever possible, So he uses to threaten employees to achieve their goals. Which theory is he applying?

Theory Z

Theory Y

Theory X

Goal Setting Theory

2236) Which one of the following is NOT a component of an organization

People

Place

Structure

Task

2237) What is/are the key element(s) of motivation?

Intensity

Direction

Persistence

All of the given options

2238) Which of the following terminal values was ranked as the most important by executives?

Freedom

Self-respect

Family security

Social security

2239) According to Robert Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess _____ skills.

Technical

Leadership

Problem-solving

Conceptual

2240) Which of the following is NOT an important issue relating to goal-setting theory?

Goal specificity

Equity among co-workers Page 64

Feedback

Defining the goal

2241) An OB study would be least likely to be used to focus on which of the following problems?

An increase in absenteeism at a certain company

A fall in productivity in one shift of a manufacturing plant

A decrease in sales due to growing foreign competition

Excessive turnover in volunteer workers at a non-profit organization

2242) Which of the following is NOT one of the most common types of teams?

Problem-solving

Interdepartmental

Self-managed

Cross functional

2243) Which of the following term is used to define tendency to draw a general impression about an individual on the basis of a single characteristic?

Contrast Effect

Halo effect

Self-Serving bias

Selective Perception

2244) Group behavior, power, and conflict are central areas of study for _____.

Sociologists

Anthropologists

Social psychologists

Operations analysts

2245) Which of the following is LEAST likely to create dependency?

Importance

Non substitutability

Power legitimacy

Supply and demand

2246) Hadia is an office worker who processes health insurance forms. She has worked at her present job for three years. Initially she was criticized by her supervisor for careless work, but in the months after that improved considerably. Now she consistently processes her forms without errors and above quota. However she has found her supervisor has not responded to the extra effort she puts in, giving her no praise and no financial reward. Hadia will most likely perceive that there is a problem in which of the following relationships?

Rewards-personal goals

Performance-reward

Effort-performance

Rewards-effort

2247) Explaining, measuring and changing behavior of humans or animals are concerned with:

Operational analysts

Scientists

Psychologists

Sociologists

2248) Ahmed is responsible to transmit information to outsiders on organization's plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator

Spokesperson page 9

Representative

Figurehead

2249) The process of forming impression(through combining, integrating and interpreting information) of someone on the basis of previous attitude of ours, stimulus and current mood is called_____.

Select correct option:

Selective Perception

Mood

Behavior

Social Perception

- 2250) Your company's director of human resources suggests that the problem with the recruitment process is not the interviewers, but rather the fact that the interviewers lack a clear understanding of the traits and skills required for each position. Which type of team would be most likely to assemble to compile a list of the required skills?

Select correct option:

Virtual team

Self-managed team

Task force

Problem-solving team

- 2251) The managers of a multinational company are located in Taiwan, India, Brazil, and the United States. Which group decision-making technique seems most reasonable for this organization?

A postal service interaction

A brainstorming session

A nominal group

An electronic meeting

- 2252) Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis?

The level of the group

The level of the individual

The level of the organization

The level of the culture

- 2253) What is the term used for a general impression about an individual based on a single characteristic such as intelligence, sociability, or appearance?

The contrast effect

Personal bias

The halo effect

Projection

2254) If a person responds the same way over time, attribution theory states that the behavior shows:

Distinctiveness

Consensus

Consistency

Continuity

2255) Using operant conditioning, which of the following is NOT a method that can be used to change behavior?

Negative reinforcement

Punishment

Counseling

Positive reinforcement

2256) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?

Social Interaction

Commitment

Charisma

Leadership Skills

<http://www.articlesbase.com/human-resources-articles/emotional-intelligence-999892.html>

2257) Which one of the following would be considered a motivator in the two-factor theory?

Salary

Bonuses

Working conditions

Responsibility

http://en.wikipedia.org/wiki/Two-factor_theory#Validity_and_criticisms

2258) The study which enables us to learn about human beings, their activities and societies is known as

Political Science

Sociology

Anthropology

Organizational Behavior

2259) Mr.Muneeb is responsible for corrective actions when his organization faces important and unexpected disturbance. What management role is he playing?

Negotiator

Disturbance handler

Resource Allocator

Disseminator

2260) Rizwan is low on conscientiousness. This would lead you to suspect that which of the following statements is most likely to be true about Rizwan?

He will be easily distracted

He will find comfort in the familiar

He will be comfortable with solitude

He will be nervous, depressed, and insecure

2261) Miss Manaal, HR Executive of XYZ company, rejected all those candidates who graduated from ABC University. It is an example of:

Projection

Selective Perception

Stereotyping

Halo effect

2262) _____ focuses on the study of people in relation to their social environment.

Psychology

Sociology

Corporate strategy

Political science

2263) Which of the following is the expected weakness of group decision making?

Less complete knowledge

More time will be used to make the decision

Employees will be less accepting of the group decision

The decision will probably be a lower quality decision

2264) Maria is dissatisfied with the way that her manager treats her. She has quit her job and found a new position with another firm. She has expressed her dissatisfaction through _____

Select correct option:

Exit

Voice

Loyalty

Neglect

2265) Which one of the following is NOT a component of an organization

People

Place

Structure

Task

2266) _____ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.

Select correct option:

Formal organization

Informal organization

Business organization
Government organization

2267) A high score in which dimension of the Big Five model predicts good job performance for all occupational groups?

Select correct option:

Agreeableness

Conscientiousness

Emotional stability

Openness to experience

http://books.google.com.pk/books?id=IIYHQuXuWMsC&pg=PA860&lpg=PA860&dq=A+high+Conscientiousness+predicts+good+job+performance+for+all+occupational+groups&source=bl&ots=RVUkODEOE0&sig=9mP45j_aQkMdWqHANK8Or7AS97Q&hl=en&ei=wuJATN6oOlVJcfaPsZoP&sa=X&oi=book_result&ct=result&resnum=9&ved=0CC4Q6AEwCA#v=onepage&q&f=false

2268) Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?

Select correct option:

People are more conscientious when they are in a good mood

People are more efficient when they are in a good

People are more productive when they are in a good mood

People are more creative when they are in a good mood

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA118&dq=People+are+more+creative+when+they+are+in+a+good+mood&hl=en&ei=3ww-TMj3MluqcbGavalB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=People%20are%20more%20creative%20when%20they%20are%20in%20a%20good%20mood&f=false

2269) Ability to understand what is read or heard and the relationship of words to each other is called _____

Select correct option:

Verbal comprehension

Non verbal comprehension

Perceptual speed

Memory

2270) Which of the following is an environmental force that shapes personality?

Select correct option:

Gender

Height

Brain size

Experience

2271) Which of the following is the expected weakness of group decision making?

Select correct option:

Less complete knowledge

More time will be used to make the decision

Employees will be less accepting of the group decision

The decision will probably be a lower quality decision

2272) A national culture characteristic describing the extent to which a society feels threatened by uncertain and ambiguous situation and tries to avoid them is called _____

Select correct option:

Short Term Orientation

Long Term Orientation

Uncertainty Avoidance

Performance Orientation

2273) In attribution theory, what is distinctiveness?

Select correct option:

Whether an individual displays consistent behaviors in different situations

Whether an individual displays different behaviors in different situations

Whether an individual displays consistent behaviors in similar situations

Whether an individual displays different behaviors in similar situations

2274) Which of the following is NOT an important issue relating to goal-setting theory?

Select correct option:

Goal specificity

Equity among co-workers

Feedback

Defining the goal

2275) Individuals with a high need to achieve prefer all of the following EXCEPT:

Select correct option:

Job situations with personal responsibility

A high degree of risk

Overcoming obstacles

Personal empowerment

2276) Eden Corp has installed a new email system, but many staff members do not know of its features. Upper management decides to allocate a small portion of the company's budget to solving this problem. A team that uses rational decision making to arrive at a solution should be aware that this case deviates from the assumptions of the rational decision making model in what way?

Select correct option:

There are cost constraints page 53

The problem is not clearly defined

The options available to the team are not known

There are constraints on the options available

2277) What trait does a decision maker need to have if they are to fully appraise a problem and even see problems that others are not aware of?

Select correct option:

Creativity

Conceptual style

Intuition

Individuality

2278) Mr.Muneeb is responsible for corrective actions when his organization faces important and unexp

Select correct option:

Social Interaction

Commitment

Charisma

Leadership Skills

<http://www.articlesbase.com/human-resources-articles/emotional-intelligence-999892.html>

2279) Which one of the following group types is organizationally determined?

Select correct option:

Task

Work

Authority

Social

2280) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evic

Select correct option:

Organizational

Intuitive

Theoretical

Systematic

2281) In East, people like to work in groups and teams to achieve goals. It can be termed as which of the

Select correct option:

Collectivism

Individualism

Power Distance

Quantity of Life

2282) Protecting the interests of deprived and less powerful is known as _____

Select correct option:

Obligation

Right

<http://groups.google.com/group/vuzs>

www.vuzs.net

Justice

Duty

2283) India, Brazil, and the United States. Which group decision-making technique seems most reasonable?

Select correct option:

A postal service interaction

A brainstorming session

A nominal group

An electronic meeting

2284) What term is used for intense feelings that are directed at someone or something?

Select correct option:

Affect

Cognition

Thoughts

Emotions

<http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA193&lpg=PA193&dq=intense+feelings+that+are+directed+at+someone+or+something%20feelings%20that%20are%20directed%20at%20someone%20or%20something&f=false>

2285) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?

Select correct option:

Social Interaction

Commitment

Charisma

Leadership Skills

<http://www.articlesbase.com/human-resources-articles/emotional-intelligence-999892.html>

2286) What term is used for the extent to which an individual displays different behaviors in different situations?

Select correct option:

Continuity

Integrity

Stability

Distinctiveness

2287) “Fahad is easy-going at home, but at work he becomes very tense and anxious.” This statement illustrates

Select correct option:

Heredity

Environment

Situation

Locus of control

2288) Achievements, Honesty, Fairness and Concern for other are related with _____ Values

Select correct option:

Personal

Work

Instrumental

Terminal

2289) Ahmed believes that men perform better in oral presentations than women. What shortcut has been used?

Select correct option:

The halo effect

The contrast effect

Projection

Stereotyping

2290) What does MBO provide for the individual employee?

Select correct option:

Specific performance objectives Page 71

Precise job descriptions

Clear direction and purpose

Higher salaries

MBO's appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

2291) Which one of the following is NOT implied in the definition of power?

Select correct option:

Influence

Potential

Dependency

Actualization

2292) When we rank an individual's values in order of their _____,
we obtain the person's value system.

Select correct option:

Intensity

Content

Context

Social needs

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA100&lpg=PA100&dq=When+we+rank+an+individual's+values+in+order+of+their+_____+we+obtain+the+person's+value+system.&sa=X&oi=book_result&ct=result&resnum=4&ved=0CCAQ6AEwAw#v=onepage&q&f=false

2293) Which of the following would be least likely to pose a
barrier to cross-cultural communications?

Select correct option:

Tone difference

Word connotations

Political correctness

Differences among perceptions

2294) If everyone who is faced with a similar situation responds in the same way,
attribution theory states that the behavior shows _____.

Select correct option:

Consensus

Similarity

Reliability

Consistency

2295) Which of the following is true of people with a Type A personality?

Select correct option:

They are generally content with their place in the world

They generally feel little need to discuss their achievements

They are easy going and relaxed that's why take no tension of work

They have an intense desire to achieve and are extremely competitive

2296) Characteristics such as age, gender and marital status are known as _____

Select correct option:

Psychographic characteristics

Biographical characteristics

Geographical characteristics

Behavioral characteristics

2297) The highest level of trust is exhibited in which of the following type of trust?

Select correct option:

Reward-based

Deterrence-based

Knowledge-based

Identification-based

Ref : highest level of trust is achieved when there is an emotional connection between the parties. This is called identification-based trust

2298) Today's managers understand that the success of any effort at improving quality and productivity must include ____.

Select correct option:

Quality management programs
Customer service improvements
Employee's participation
Manufacturing simplification

2299) Which of the following network structure requires high emergence of leadership?

Select correct option:

Wheel

Chain

All-channel

Diverse

2300) Which of the following statement is TRUE about Type B individuals?

Select correct option:

They are extremely competitive.

They have a sense of urgency, impatient and hostile.

They are fast workers and prefer quantity over quality

They are more relax and easy going.

2301) Which one of the following words is the best synonym for “ability”, as the term is used in organizational behavior?

Select correct option:

Motivation

Capacity

Experience

Wisdom

2302) Who proposed that intentions to work toward a goal are a major source of work motivation?

Select correct option:

Abraham Maslow

Jake Herzberg

Stephen McClelland

Edwin Locke

2303) What trait does a decision maker need to have if they are to fully appraise a problem and even see problems that others are not aware of?

Select correct option:

<http://groups.google.com/group/vuzs>

www.vuzs.net

Creativity

Conceptual style

Intuition

Individuality

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT134&dq=appraise+a+problem+and+even+see+problems+that+others+are+not+aware+of&hl=en&ei=Mt9ATI7sN9S2ccvHjZoP&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCYQ6AEwAA#v=onepage&q=fully%20appraise%20and%20understand%20the%20problem%2C%20including%20seeing%20problems%20others%20can't%20see&f=false

Management functions of planning, organizing, leading and controlling were first classified by:
Select correct option:

Stephen Covey

Henry Mintzeberg

Henri Fayol

Marry Parker

Reference:

Frenchman Henri Fayol considers management to consist of seven functions:

1.planning

2.organizing

3.leading

4.coordinating

5.controlling

6.staffing

7.motivating

2304) Alia has just presented her paper and has done a really good job. Why should you not want to present your own paper directly after she does?

Select correct option:

To avoid the stereotyping effect

To avoid the halo effect

To avoid the contrast effect

To avoid the projection effect

- 2305) The organizations offer employee stock ownership programs to gain which of the following benefit?
Select correct option:

Increasing employee satisfaction

Reducing salaries

Reducing stress

Increasing productivity

- 2306) Which of the following is NOT a key component of emotional intelligence?
Select correct option:

Self-awareness

Self-management

Commitment page 41

Empathy

- 2307) _____ creates problem for employees when their job requires to display emotions incompatible with their actual feelings
Select correct option:

Depression

Emotional Labor

Stress

Anxiety

- 2308) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?
Select correct option:

Social Interaction

Commitment

Charisma

Leadership Skills

<http://www.articlesbase.com/human-resources-articles/emotional-intelligence-999892.html>

- 2309) Asma has composed a list of concerns along with her suggestions for improving conditions. Asma is dealing with her dissatisfaction through ____.
Select correct option:

<http://groups.google.com/group/vuzs>

www.vuzs.net

Exit
Voice
Loyalty
Neglect

- 2310) Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

Select correct option:

Memory
Number Aptitude
Deductive Reasoning
Perceptual speed

- 2311) Which of the following is not one of the four primary management functions?

Select correct option:

Planning
Staffing
Organizing
Leading

- 2312) As a manager, one of Ali's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Ali performing, when he does this?

Select correct option:

Leadership role
Monitor role
Figurehead role
Spokesperson role

- 2313) Maslow's Need theory was widely recognized by practicing managers during:

Select correct option:

1950s and 1960s
1960s and 1970s
1970s and 1980s
1980s and 1990s

2314) When your superior offers you a raise if you will perform additional work beyond the requirements of your job, he/she is exercising which of the following power?

Select correct option:

- Legitimate
- Coercive
- Reward**
- Personal

2315) Which of the following factors make it imperative that organizations be fast and flexible?

Select correct option:

- Temporariness
- Corporate excess
- Advances in corporate strategy
- Globalization**

2316) The process of forming impression(through combining, integrating and interpreting information) of someone on the basis of previous attitude of ours, stimulus and current mood is called_____.

Select correct option:

- Selective Perception
- Mood
- Behavior**
- Social Perception

2317) Which of the following network structure requires high emergence of leadership?

Select correct option:

- Wheel**
- Chain
- All-channel
- Diverse

2318) A national culture characteristic describing the extend to which a society feels threatened by uncertain and ambiguous situation and tries to avoid them is called_____

Select correct option:

- Short Term Orientation
- Long Term Orientation
- Uncertainty Avoidance**
- Performance Orientation

2319) Which of the following statements is true?

Select correct option:

Older employees have lower rates of avoidable absence than younger workers page 17

Older employees have lower rates of unavoidable absence than younger workers

Older employees are more likely to quit their job than younger workers

Older employees are perceived to be more flexible than younger workers

2320) What do we call it when we judge someone on the basis of our perception of the group to which he/she belongs?

Select correct option:

Stereotyping

Categorizing

Halo effect

Prototyping

2321) According to the goal-setting theory of motivation, highest performance is reached when goals are set to which level?

Select correct option:

Impossible but inspirational

Difficult but attainable

Only marginally challenging

Easy and attainable

2322) Suspending an employee for dishonest behavior is an example of which method of shaping behavior?

Select correct option:

Extinction

Negative reinforcement

Punishment

Positive reinforcement

2323) The more consistent a behavior, the more the observer is inclined to ____.

Select correct option:

Attribute it to interpretation

Attribute it to internal causes

Attribute it to consensus

Attribute it to external causes

2324) Rater Errors comprised of the following EXCEPT:

Select correct option:

Central Tendency

Leniency

Mis-perception

Harshness

2325) The degree, to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is _____.
Select correct option:

- Job satisfaction
- Job involvement**
- Job stability
- Job enrichment

2326) Job satisfaction is best described as _____.

Select correct option:

- A result
- A value
- An attitude**
- A discipline

2327) Which of the following statement is TRUE about Type B individuals?

Select correct option:

- They are extremely competitive.
- They have a sense of urgency, impatient and hostile.
- They are fast workers and prefer quantity over quality
- They are more relax and easy going.**

2328) Asma has composed a list of concerns along with her suggestions for improving conditions. Asma is dealing with her dissatisfaction through ____.

Select correct option:

- Exit
- Voice**
- Loyalty
- Neglect

2329) In East, people like to work in groups and teams to achieve goals. It can be termed as which of the following cross cultural values:

Select correct option:

- Collectivism**
- Individualism
- Power Distance
- Quantity of Life

2330) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study.

Select correct option:

- Organizational
- Intuitive
- Theoretical
- Systematic**

2331) Which one of the following group types is organizationally determined?

Select correct option:

Task

Work

Authority

Social

2332) Mr.Muneeb is responsible for corrective actions when his organization faces important and unexpected disturbance. What management role is he playing?

Select correct option:

Negotiator

Disturbance handler

Resource Allocator

Disseminator

2333) Protecting the interests of deprived and less powerful is known as _____

Select correct option:

Obligation

Right

Justice

Duty

2334) The managers of a multinational company are located in Taiwan, India, Brazil, and the United States. Which group decision-making technique seems most reasonable for this organization?

Select correct option:

A postal service interaction

A brainstorming session

A nominal group

An electronic meeting

2335) What term is used for intense feelings that are directed at someone or something?

Select correct option:

Affect

Cognition

Thoughts

Emotions

http://books.google.com.pk/books?id=9-icsiS8RSoC&pg=PA193&lpg=PA193&dq=intense+feelings+that+are+directed+at+someone+or+something&source=bl&ots=0lwVFEFzro&sig=WQEoqCKFE4JQIUZqM_oFDZxvvdg&hl=en&ei=fLZATJhDIPfcbnNncIP&sa=X&oi=book_result&ct=result&resnum=5&ved=0CCcQ6AEwBA#v=onepage&q=intense%20feelings%20that%20are%20directed%20at%20someone%20or%20something&f=false

- 2336) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?
Select correct option:

Social Interaction

Commitment
Charisma
Leadership Skills

<http://www.articlesbase.com/human-resources-articles/emotional-intelligence-999892.html>

- 2337) Explaining, measuring and changing behavior of humans or animals are concerned with:
Select correct option:

Operational analysts
Scientists
Psychologists
Sociologists

- 2338) Which of the following is NOT consistent with rational decision-making?
Select correct option:

Consistency
Value-maximizing
Restraints
Ranking of criteria

- 2339) Studies indicate that which of the following tends to decrease with increased tenure?
Select correct option:

Job satisfaction
Productivity
Absenteeism
Raises and promotion

- 2340) In the modern work world, where higher-level trust has been largely destroyed because of broken promises, it is likely to be replaced with which of the following type of trust?
Select correct option:

Reliance-based
Dependence-based

Knowledge-based

Identity-based

- 2341) The belief that “violence is wrong” is an evaluative statement. Such an opinion constitutes which of the following component of an attitude?
Select correct option:

Cognitive

Affective

Behavioral

Reflective

- 2342) An organization has started sending its people to training to help them develop more effective leadership styles. The organization is actually in supporting which of the following?
Select correct option:

Trait theories

Behavioral theories

Fiedler’s contingency model

The reflection effect

- 2343) Which one of the following is NOT included in the 4-Ps of Continuous Improvement:
Select correct option:

Product

Place

People

Processes

- 2344) Mr.Adnan is an effective and good manager because he has the ability to handle emotions of employees.Which element of Emotional intelligence is Mr.Adnan equipped with?
Select correct option:

Social Skill

Empathy

Self Motivation

Self Managemen

- 2345) A national culture characteristic describing the extend to which a society feels threatened by uncertain and ambiguous situation and tries to avoid them is

called _____

Select correct option:

- Short Term Orientation
- Long Term Orientation
- Uncertainty Avoidance**
- Performance Orientation

2346) In the communication process, which of the following steps occurs first?

Select correct option:

- Transmitting
- Decoding
- Encoding**
- Understanding

2347) Transactional leadership is addressed by all of the following leadership theories EXCEPT:

Select correct option:

- Transformational leadership theory**
- Path-goal theory
- Fiedler's leadership model
- The leader-participation model

2348) Which of the following is NOT a step involved in rational decision making model

Select correct option:

Selecting the best alternative

Evaluating the alternatives

Evaluating the Problem

Defining the problem

2349) Organizational part having legitimacy and official recognition is called

Select correct option:

- Non Governmental Organization
- Formal Organization**

International Organization
Informal Organization

- 2350) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?
Select correct option:

Social Interaction

Commitment

Charisma

Leadership Skills

<http://www.articlesbase.com/human-resources-articles/emotional-intelligence-999892.html>

- 2351) Which of the following type of leader is likely to have the most profound effect on his or her followers?
Select correct option:

Educational

Directive

Transformational

Transactional

http://www.zainbooks.com/books/management/leadership-and-team-management_11_transactional-charismatic-and-transformational-leadership.html

- 2352) A person or group with a direct interest, involvement, or investment in organization is called _____

Shareholder

Stakeholder

Stockholder

Patron

- 2353) Which of the following is NOT one of the six universal emotions, as agreed upon by most contemporary researchers?

Anger

Fear

Hate page 39

Sadness

- 2354) Which of the following is an environmental force that shapes personality?
Select correct option:

Gender

<http://groups.google.com/group/vuzs>

www.vuzs.net

Height
Brain size
Experience

2355) Which of the following is NOT an important issue relating to goal-setting theory?

Select correct option:

Goal specificity
Equity among co-workers
Feedback
Defining the goal

2356) Rater Errors comprised of the following EXCEPT:

Select correct option:

Central Tendency
Leniency
Mis-perception
Harshness

2357) The highest level of trust is exhibited in which of the following type of trust?

Select correct option:

Reward-based
Deterrence-based
Knowledge-based
Identification-based

Ref : highest level of trust is achieved when there is an emotional connection between the parties. This is called identification-based trust

2358) Which of the following theories was proposed by Douglas McGregor?

Select correct option:

Hierarchy of needs theory
Theories X and Y
Two-factor theory
Expectancy theory

2359) Which of the following is one of the relationships proposed in expectancy theory?

Select correct option:

Reward-satisfaction relationship
Satisfaction-performance relationship
Rewards-personal goals relationship
Effort-satisfaction relationship

<http://www.citeman.com/434-expectancy-theory/>

2360) Which of the following is 'NOT' one of the most common reasons people join groups?

Select correct option:

Security

Status

Equity

Power

<http://www.authorstream.com/Presentation/Maharonga-188014-leadership-skills-maharonga-uc-debate-club-ucdc-dragonboy-darong-entertainment-ppt-powerpoint/>

2361) Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?

Select correct option:

Culture shock

Foreign culture

Alien culture

Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country

2362) How is the satisfying decision maker best characterized?

Select correct option:

As using rationality

As using bounded rationality

As affected by anchoring bias

As relying on others to make decisions

2363) What term is used for intense feelings that are directed at someone or something?

Select correct option:

Affect

Cognition

Thoughts

Emotions

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA193&lpg=PA193&dq=intense+feelings+that+are+directed+at+someone+or+something&source=bl&ots=0lwVFEFzro&sig=WQEoqCKFE4JQIUZqMoFDxvVldg&hl=en&ei=fLZATJjhDIPfcbnNncIP&sa=X&oi=book_result&ct=result&resnum=5&ved=0CCc

<http://groups.google.com/group/vuzs>

www.vuzs.net

Q6AEwBA#v=onepage&q=intense%20feelings%20that%20are%20directed%20at%20someone%20or%20something&f=false

2364) In Maslow's Hierarchy of needs, the individual's sense of belonging and love is classified in which of the following needs?

Select correct option:

- Self-Actualization Needs
- Esteem Needs
- Safety Needs
- Social Needs**

2365) _____ creates problem for employees when their job requires to display emotions incompatible with their actual feelings

Select correct option:

- Depression
- Emotional Labor**
- Stress
- Anxiety

2366) If personality characteristics were completely dictated by _____, they would be fixed at birth and no amount of experience could alter them.

Select correct option:

- Job satisfaction
- Heredity**
- Environment
- Situations

2367) The primary change agents in an organization are:

Select correct option:

- Employees
- Managers
- Leaders**
- Stakeholders

http://books.google.com.pk/books?id=-hz3u0oXAWAC&pg=PA138&lpg=PA138&dq=leaders+are+primary+change+agents+in+an+organization&source=bl&ots=xAe_sg8DGB&sig=uufwqhAxKr7z47sCj5A5_OznaZ0&hl=en&ei=ozc-TOPvDs_IccibkKIB&sa=X&oi=book_result&ct=result&resnum=8&ved=0CDcQ6AEwBzgK#v=onepage&q=leaders%20are%20primary%20change%20agents%20in%20an%20organization&f=false

2368) Asim telephones her employee, Nadeem, to let him know that today's meeting has been moved to one o'clock. In the communication process, Asim is:

Select correct option:

The sender

The receiver
The channel
The encoder

2369) Which of the following is not considered as a characteristic of organizations?

Select correct option:

Social entities

Goal oriented

Closed system page 12

Deliberately structured

Reference:

Organizations are:

Social entities

Goal oriented

Deliberately structured

Linked to the external environment

2370)

_____ creates problem for employees when their job requires to display emotions incompatible with their actual feelings

Select correct option:

Depression

Emotional Labor

Stress

Anxiety

2371) The process of forming impression(through combining, integrating and interpreting information) of someone on the basis of previous attitude of ours, stimulus and current mood is called _____.

Select correct option:

Selective Perception

Mood

Behavior

Social Perception

2372) Which of the following is NOT a key component of emotional intelligence?

Select correct option:

Self-awareness

Self-management

Commitment page 41

Empathy

2373) In attribution theory, what is distinctiveness?

Select correct option:

Whether an individual displays consistent behaviors in different situations

Whether an individual displays different behaviors in different situations page 48

Whether an individual displays consistent behaviors in similar situations

Whether an individual displays different behaviors in similar situations

2374) Which of the following is LEAST likely to create dependency?

Select correct option:

Importance

Non substitutability

Power legitimacy

Supply and demand

2375) According to Robert Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess _____ skills.

Select correct option:

Technical

Leadership

Problem-solving

Conceptual

2376) How is gain-sharing an improvement on profit sharing?

Select correct option:

It focuses on productivity gains rather than profits

Superior employees can receive incentive even when the organization isn't profitable

It does not distribute profits, only gains in profits
It rewards behaviors that are less influenced by external factors

2377) Mr.Junaid rated Mr.Jibran high in his job evaluation because both belong to same area and graduated from the same University. It is an example of:

Select correct option:

Central Tendency

Halo effect

Similar-to-me effect

Misperception

2378) Which of the following leadership behaviors are identified by the path-goal theory?

Select correct option:

Supportive, employee-oriented, laissez-faire and participative

Achievement-oriented, supportive, humanistic, and directive

Participative, achievement-oriented, directive, and supportive

Directive, participative, supportive, and laissez-faire

2379) Mr.Nasir usually achieves high goals and perform well in difficult tasks because he believes in his abilities. It shows which of the following personality characteristic of Mr. Nasir in organization?

Select correct option:

Self Efficacy

Locus of Control

Self Monitoring

Self Esteem

2380) Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis?

Select correct option:

The level of the group

The level of the individual

The level of the organization
The level of the culture

2381) Protecting the interests of deprived and less powerful is known as _____
Select correct option:

Obligation
Right
Justice
Duty

2382) Organizational part having legitimacy and official recognition is called
Select correct option:

Non Governmental Organization
Formal Organization
International Organization
Informal Organization

2383) Mr.Ajmal is considered as one of the most organized and self-disciplined employee of XYZ company. He is exhibiting which of the following dimension of the Big five model of personality?
Select correct option:

Agreeableness
Open to Experience
Conscientiousness
Emotional Stability

2384) The primary change agents in an organization are:
Select correct option:

Employees
Managers
Leaders
Stakeholders

http://books.google.com.pk/books?id=-hz3u0oXAWAC&pg=PA138&lpg=PA138&dq=leaders+are+primary+change+agents+in+an+organization&source=bl&ots=xAe_sg8DGB&sig=uufwqhAxKr7z47sCj5A5_OznaZ0&hl=en&ei=ozc-TOPvDs_IccibkKIB&sa=X&oi=book_result&ct=result&resnum=8&ved=0CDcQ6AEwBzgK#v

[=onepage&q=leaders%20are%20primary%20change%20agents%20in%20an%20organiz](#)
[ation&f=false](#)

2385) Asma has composed a list of concerns along with her suggestions for improving conditions. Asma is dealing with her dissatisfaction through ____.
Select correct option:

Exit

Voice

Loyalty

Neglect

2386) How many determinants of human behavior in an organization are studied in Organizational Behavior(OB)?
Select correct option:

1

2

3

4

2387) _____ focuses on the study of people in relation to their social environment.
Select correct option:

Psychology

Sociology

Corporate strategy

Political science

2388) Which of the following is one of the relationships proposed in expectancy theory?

Select correct option:

Reward-satisfaction relationship

Satisfaction-performance relationship

Rewards-personal goals relationship

Effort-satisfaction relationship

<http://www.citeman.com/434-expectancy-theory/>

2389) Which of the following is the most productive stage in group development?

Select correct option:

Producing
Increasing
Maturity
Performing

http://www.cliffsnotes.com/study_guide/Stages-of-Team-Development.topicArticleId-8944,articleId-8904.html

- 2390) Your physician has advised you to take a series of medications. You comply because of his _____ power.
Select correct option:

Referent
Formal
Expert
Personal

- 2391) Job satisfaction is best described as _____.
Select correct option:

A result
A value
An attitude
A discipline

- 2392) Workers in Pakistan are entitled to receive pension, medical facilities and gratuity come under:
Select correct option:

Human Rights
Moral Rights
Legal Rights
Personal Rights

- 2393) Which of the following fields has most helped us understand differences in fundamental values, attitudes, and behavior among people in different countries?
Select correct option:

Anthropology
Psychology
Political science
Operations research

<http://www.docstoc.com/docs/2282509/CHAPTER-1-WHAT-IS-ORGANIZATIONAL->

BEHAVIOR

2394) Which one of the following would be considered a motivator in the two-factor theory?

Select correct option:

Salary

Bonuses

Working conditions

Responsibility

http://en.wikipedia.org/wiki/Two-factor_theory#Validity_and_criticisms

2395) What is the term used for the situation where employees are allowed to pick and choose from among a menu of benefit options?

Select correct option:

Flexible pay

Benefit menu options

Flexible benefits

Benefit participation

Ref: Flexible benefits schemes enable employers to allow staff to select the benefits that suit them... http://www.employeebenefits.co.uk/benefits/flex_bens.html

2396) Which of the following answer choices is the best definition of attitude?

Attitudes are the yardstick by which one measures one's actions

Attitudes are the emotional part of an evaluation of some person, object or event

Attitudes are evaluative statements of what one believes about something or someone

Attitudes are a measure of how the worth of an object, person or event is evaluated

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT91&lpg=PT91&dq=Attitudes+are+evaluative+statements+of+what+one+believes+about+something+or+someone&source=bl&ots=JFevD0u0G_&sig=kNYH1gSIKe9k6sSOu3EOdgWw50c&hl=en&ei=8jM-TJvhHM2HcfSf2aIB&sa=X&oi=book_result&ct=result&resnum=9&ved=0CDAQ6AEwCA#v=onepage&q&f=false

2397) Determining how tasks are to be grouped is part of which management function?

Planning

Leading

Controlling

Organizing

2398) Which one of the following would NOT be considered a human skill in Katz's structure?

Decision making

Communicating

Working as part of a team

Listening to others

2399) Which of the following is not one of the four primary management functions?

Planning

Staffing

Organizing

Leading

2400) The process of forming impression(through combining, integrating and interpreting information) of someone on the basis of previous attitude of ours, stimulus and current mood is called_____.

Selective Perception

Mood

Behavior

Social Perception

2401) Using operant conditioning, which of the following is NOT a method that can be used to change behavior?

Negative reinforcement

Punishment

Counseling

Positive reinforcement

2402) If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behavior shows ____.

Consensus

Similarity

Reliability

Consistency

Ref: Consensus occurs if everyone who is faced with a similar situation responds in the same way

2403) Which one of the following is NOT included in the 4-Ps of Continuous Improvement:

Product

Place

People

Processes

2404) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

Perceiver

Target

Reality

Situation

2405) The Big Five Model of Personality contains all of the following dimensions EXCEPT:

Extroversion

Introversion

Emotional stability

Agreeableness

2406) What does consensus refer to in attribution theory?

There is general agreement about a perception

Different people perceive a situation similarly

Different people respond the same way in the same situation

All people behave precisely the same way in certain situations

2407) What is/are the key element(s) of motivation?

Intensity

Direction

All of the given options

2408) **Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?**

People are more conscientious when they are in a good mood

People are more efficient when they are in a good

People are more productive when they are in a good mood

People are more creative when they are in a good mood

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA118&dq=People+are+more+creative+when+they+are+in+a+good+mood&hl=en&ei=3ww-TMj3MluqcbGauaIB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=People%20are%20more%20creative%20when%20they%20are%20in%20a%20good%20mood&f=false

2409) **Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?**

Culture shock page 14

Foreign culture

Alien culture

Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country.

2410) **Sana is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Sana most likely using?**

Prototyping

Contrast effect

Halo effect

Projection page 49

- **Projection**

- Attributing one's own characteristics to other people

2411) **All of the following are Decision-making styles EXCEPT:**

Analytical

Conceptual

Ethical

Behavioral

2412) Which of the following term is used to define tendency to draw a general impression about an individual on the basis of a single characteristic?

Contrast Effect

Halo effect

Self-Serving bias

Selective Perception

2413) Dissatisfied customers have _____ effect on employee's job satisfaction.

Negative

Positive

Neutral

No

2414) What is the term used for the situation where employees are allowed to pick and choose from among a menu of benefit options?

Flexible pay

Benefit menu options

Flexible benefits

Benefit participation

Ref: Flexible benefits schemes enable employers to allow staff to select the benefits that suit them... http://www.employeebenefits.co.uk/benefits/flex_bens.html

2415) The most important aspect of power is probably that it:

Involves control

Tends to corrupt people

Is counterproductive

Is a function of dependency

http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT290&dq=The+most+important+aspect+of+power+is+probably+that+it+is+a+function+of+dependency&hl=en&ei=8S4-TMqNNYvQcZPDkalB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=The%20most%20important%20aspect%20of%20power%20is%20probably%20that%20it%20is%20a%20function%20of%20dependency&f=false

2416) Which of the following is NOT a step involved in rational decision making model

Selecting the best alternative

Evaluating the alternatives

Evaluating the Problem

Defining the problem

2417) Mr. Zulfiqar, Manager in ABC Company, always assume that employees don't like to work and avoid working whenever possible, So he uses to threaten employees to achieve their goals. Which theory is he applying?

Theory Z

Theory Y

Theory X

Goal Setting Theory

2418) Which of the following terminal values was ranked as the most important by executives?

Freedom

Self-respect

Family security

Social security

2419) Miss Manaal, HR Executive of XYZ company, rejected all those candidates who graduated from ABC University. It is an example of:

Projection

Selective Perception

Stereotyping

Halo effect

2420) When diversity is not managed properly, there is a potential for _____.

Higher creativity

Communication benefits

Labor cost inequities

Higher turnover

http://books.google.com.pk/books?id=YqOEic9J5n4C&pg=PT30&lpg=PT30&dq=When+diversity+is+not+managed+properly,+there+is+a+potential+for&source=bl&ots=JFevD0tVJ0&sig=LSSil5tMI7nCzXd6Fjka-IVCZl0&hl=en&ei=bi0-TJyjKY2wcam-xKIB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBsQ6AEwAQ#v=onepage&q=

[When%20diversity%20is%20not%20managed%20properly%2C%20there%20is%20a%20potential%20for&f=false](#)

2421) Which of the following is one of the relationships proposed in expectancy theory?

Reward-satisfaction relationship

Satisfaction-performance relationship

Rewards-personal goals relationship

Effort-satisfaction relationship

<http://www.citeman.com/434-expectancy-theory/>

2422) Which one of the following is NOT included in the 4-Ps of Continuous Improvement:

Product

Place

People

Processes

2423) Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were out and you had to walk up 10 flights of stairs. Your boss is guilty of ____.

Self-serving bias

Selective perception

Fundamental attribution error page 49

Inconsistency

2424) A management function of a manager in which he/she maintains a network of outside contacts who provides favors and information is:

Select correct option:

Monitor

Leader

Liaison

Entrepreneur

2425) Your physician has advised you to take a series of medications. You comply because of his _____ power.

<http://groups.google.com/group/vuza>

www.vuza.net

Select correct option:

Referent

Formal

Expert

Personal

2426) Why most organizations develop multiple suppliers rather than give their business to only one?

Select correct option:

To increase knowledge and information

To develop interdependence

To reduce dependency

To maximize power

2427) The power that the College Dean has been granted by the University over the faculty is termed as which of the following power?

Select correct option:

Academic

Positional

Legitimate

Organizational

2428) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study.

Select correct option:

Organizational

Intuitive

Theoretical

Systematic

2429) Which of the following is 'NOT' one of the most common reasons people join groups?

Select correct option:

Security

Status

Equity

Power

<http://www.authorstream.com/Presentation/Maharonga-188014-leadership-skills-maharonga-uc-debate-club-ucdc-dragonboy-darong-entertainment-ppt-powerpoint/>

2430) What is generally considered to be the single "BEST" thing that managers can do to improve performance?

Select correct option:

Set specific, challenging goals

Allocate tasks depending on personality

Give abundant opportunities for employee growth

Concentrate on intrinsic rewards

- 2431) Which of the following is NOT one of the six universal emotions, as agreed upon by most contemporary researchers?

Select correct option:

Anger

Fear

Hate page 39

Sadness

- 2432) Which of the following is a reason that the study of organizational behavior is useful?

Select correct option:

Human behavior is not random

Human behavior is not consistent

Human behavior is rarely predictable

Human behavior is often not sensible

- 2433) Hadia is an office worker who processes health insurance forms. She has worked at her present job for three years. Initially she was criticized by her supervisor for careless work, but in the months after that improved considerably. Now she consistently processes her forms without errors and above quota. However she has found her supervisor has not responded to the extra effort she puts in, giving her no praise and no financial reward. Hadia will most likely perceive that there is a problem in which of the following relationships?

Select correct option:

Rewards-personal goals

Performance-reward

Effort-performance

Rewards-effort

- 2434) Which of the following abilities one should have to perform the job of a beach lifeguard?

Select correct option:

To have strong muscles only

To have inductive reasoning skills

To have deductive reasoning skills

Strong spatial-visualization abilities and body coordination

- 2435) The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth is known as _____:

Select correct option:

Job Satisfaction

Job Enrichment

Job Specification

Job Involvement page 29

2436) What term is used for the extent to which an individual displays different behaviors in different situations?

Select correct option:

Continuity

Integrity

Stability

Distinctiveness

2437) Ahmed believes that men perform better in oral presentations than women. What shortcut has been used in this case?

Select correct option:

The halo effect

The contrast effect

Projection

Stereotyping

2438) All of the following are Decision-making styles EXCEPT:

Select correct option:

Analytical

Conceptual

Ethical

Behavioral

2439) Which one of the following is **NOT** a characteristic of group in organization?

Common goal

Interaction with one another

Accept expectations and obligations

Mutually independent

2440) Jobs in which success demands stamina, leg strength and manual dexterity require management to identify an employee's which characteristics?

Physical abilities page 21

Motor abilities

Mental abilities

Emotional abilities

2441) Which of the following communication network is best illustrated by an unstructured committee?

Vertical
Wheel

All-channel page100

Chain

2442) When all communication is channeled through one person, which of the following communication network exists?

All-channel

Chain

Horizontal

Wheel page100

2443) Formal guidelines and authority hierarchies are examples of which function of communication?

Control

Agreement

Motivation

Information

<http://managementconsultingcourses.com/Lesson13Communication.pdf>

2444) Which of the following is an example of downward communication flow?

Suggestion boxes

Discussing problem with boss

Feedback on job performance

Letters to your boss

2445) The means by which a communication is passed is called:

Medium

Instrument

Conductor

Transmission

2446) On the Leadership Grid, a manager who has a medium concern for both, people and production is a (n):

<http://groups.google.com/group/vuzs>

www.vuzs.net

Team manager
Country club manager
Middle of the road manager
Authority-obedience manager

<http://www.referenceforbusiness.com/management/Int-Loc/Leadership-Theories-and-Studies.html>

2447) If a leader's main concern is accomplishing his/her group's tasks, the University of Michigan studies label this leader as:

Production-oriented

Laissez-faire

Consideration-oriented

Employee-oriented

2448) Which of the following are the two dimensions of leadership behavior identified in the University of Michigan studies?

Emotional and rational
Autocratic and democratic
Initiating structure and consideration

Employee-oriented and production-oriented page 107

2449) If trait theories of leadership are valid, then leaders are ____.

Educated

Trained

Born page 106

Authoritarian

Ref • Trait theories assumption: Leadership is basically inborn, therefore we could select the right leaders.

2450) The main difference between a leader and a manager is:

Managers seek change and leaders don't

Leaders are thought of as better people because they don't punish

Leaders are advocates for change, and managers for the status quo

Managers are concerned with people, and leaders with events

2451) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

Groupthink

Nominal group page92

Brainstorm

Electronic meeting

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA232&lpg=PA232&dq=most+restricts+discussion+or+interpersonal+communication+during+the+decision-making+process&source=bl&ots=0lwVDGBvsl&sig=HzYcgmuXbyQMCeBC-Q6KVjU6mnE&hl=en&ei=Muy9TKr7MYuUkAWSirWkDA&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBcQ6AEwAAQ#v=onepage&q=most%20restricts%20discussion%20or%20interpersonal%20communication%20during%20the%20decision-making%20process&f=false

2452) Which of the following is a tendency for members of a cohesive group to reach decisions without weighing all the facts, especially those contradicting the majority opinion?

Group conformity

Group shift

Groupthink page 136

Social loafing

<http://allpsych.com/dictionary/g.html>

2453) What is generally the result of groupthink?

Higher quality decisions

More risky decisions

Less critical analysis

Unpopular decisions

http://books.google.com.pk/books?id=TAaDaezB_8C&pg=PA448&dq=critical+analysis++groupthink&hl=en&ei=Yeg9TMXwF4WecarwvalB&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAAQ#v=onepage&q=critical%20analysis%20%20groupthink&f=false

2454) Which of the following is true about virtual teams?

There is an absence of verbal cues

There is limited social context

People collaborate online

All of the given options

2455) Which of the following helps to explain the current popularity of teams?

<http://groups.google.com/group/vuuzs>
www.vuuzs.net

Easy to manage

Less expensive

Use employee talents better page 84

Promote socialization

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA141&dq=current+popularity+of+teams+Use+employee+talents+better&hl=en&ei=pOo9TLHFC8LlcYC0iKIB&sa=X&oi=book_result&ct=result&resnum=3&ved=0CDAQ6AEwAg#v=onepage&q=current%20popularity%20of%20teams%20Use%20employee%20talents%20better&f=false

2456) Which of the following statements concerning tenure is **NOT** true?

Tenure does not appear to be a good predictor of employee productivity

Tenure and satisfaction are positively related

Tenure is a good variable in explaining turnover

Tenure and organizational investment are negatively related

http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT66&lpg=PT66&dq=Tenure+does+not+appear+to+be+a+good+predictor+of+employee+productivity&source=bl&ots=9vx1g8LV5A&sig=0HItd8YIaWqk7yp0WeQHv-keb5Q&hl=en&ei=8Ms9TLCdKY2gkQXZwpmkDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

2457) What other name is the two-factor theory known by?

Theories X and Y

Motivator-Hygiene Theory page 60

Hierarchy of Needs Theory

Satisfaction/Dissatisfaction Theory

2458) Which of the following method is used for strengthening desirable behavior?

Negative Reinforcement

Neutral Reinforcement

Pleasant Reinforcement

Positive Reinforcement

http://books.google.com.pk/books?id=PLxl0xTMCEoC&pg=PA69&lpg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEyZ9&sig=fWWumAPIEN1imnCl-vthDThJoIM&hl=en&ei=Pdk4TICSNoXCrAeE0d2DCQ&sa=X&oi=book_result&ct=result&resnum=3&ved=0CB0Q6AEwAg#v=onepage&q&f=false

2459) How does McClelland define the need for affiliation?

Drive to excel, to strive to succeed

Need to make others behave in a novel way

Desire for friendship and mutual understanding page 63

The desire to control & influence their behavior

2460) Who developed ERG theory?

McClelland

Maslow

Alderfer page 61

Ouchi

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation.

2461) Maslow's hierarchy of needs arranges those needs in which of the following orders?

Physiological, esteem, safety, social, and self-actualization

Physiological, safety, social, esteem, and self-actualization page 60

Safety, physiological, esteem, social, and self-actualization

Physiological, social, safety, esteem, and self-actualization

2462) What are the three key elements of motivation?

Interest, activity and reward

Awareness, effort and outcome

Stimulation, progress and achievement

Intensity, direction and persistence page 59

Key Elements of Motivation

Intensity

Direction

Persistence

2463) Amna is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Amna most likely using?

Prototyping

Contrast effect

Halo effect

Projection page 49

• **Projection**

– Attributing one's own characteristics to other people

2464) Asma is experiencing conveyance problem for her college pick and drop. She decides to use the rational decision-making model to decide what to do. What might be the next step she takes if she follows this model?

Define the problem

Identify the decisions criteria

Evaluate other available alternatives

Select the best alternative

<http://www.decision-making-confidence.com/rational-decision-making->

<models.html>

The Six-Step Rational Decision-Making Model

1. Define the problem.

2. Identify decision criteria

3. Weight the criteria

4. Generate alternatives

5. Rate each alternative on each criterion

6. Compute the optimal decision

2465) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

Situation

Perceiver

Reality

Target

2466) What is the most relevant application of perception concepts to OB?

The perceptions people form about each other

The perceptions people form about their employer

The perceptions people form about society

The perceptions people form about external reality

http://books.google.com.pk/books?id=9-jcsiS8RSoc&pg=PA119&lpg=PA119&dq=most+relevant+application+of+perception+concepts+to+OB&source=bl&ots=0lwVDHACvo&sig=aqP41WMIk07mN32jrQWaZZ78IL0&hl=en&ei=OAww-ToztEZCTkAWWlbzQDg&sa=X&oi=book_result&ct=result&resnum=3&ved=0CBsQ6AEwAg#v=onepage&q=most%20relevant%20application%20of%20perception%20concepts%20to%20OB&f=false

2467) Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?

People are more conscientious when they are in a good mood

People are more efficient when they are in a good

People are more productive when they are in a good mood

People are more creative when they are in a good mood

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA118&dq=People+are+more+creative+when+they+are+in+a+good+mood&hl=en&ei=3ww-TMj3MluqcbGauaIB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=People%20are%20more%20creative%20when%20they%20are%20in%20a%20good%20mood&f=false

2468) Which of the following statement is true regarding Big five Model?

The Big Five traits are related to intrinsic motivational factors

The Big Five traits are related to extrinsic motivational factors

The Big Five traits are related to both intrinsic and extrinsic factors page 34

The Big Five traits have no relationship to motivational factors

2469) The degree to which people value relationships and show sensitivity and concern for the welfare for others is called:

Quantity of life

Quality of life page 26

Long-term orientation

Social Loafing

2470) All of the following are sources of the values **EXCEPT**:

External Reference Groups

Role Models

Achievement page 25

Teachers

Sources of values

- Parents.
- Friends.
- Teachers.
- Role models.
- External reference groups.

2471) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?

Terminal values

Instrumental values page 25

Theoretical values

Social values

2472) Which of the following is NOT one of the scales to measure job satisfaction?

Minnesota Satisfaction Questionnaire

The Faces Scale

The mentor scale page 30

Descriptive Index

2473) Following a response by the termination or withdrawal of something unpleasant is called-----.

Positive reinforcement

Extinction

Negative reinforcement

Punishment

2474) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

Classical conditioning

Social learning

Operant conditioning

Reinforcement theory

2475) Which of the following are identified as new managerial functions?

Planning and organizing

Leading and controlling

Directing and monitoring

TQM and continuous improvement page 8

2476) Mr. Ahmed is responsible to transmit information to outsiders on organization's plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator

Spokesperson page 9

Representative
Figurehead

2477) The greatest contribution of which one of the following to OB is through their study of group behavior in organizations, particularly formal and complex organizations?

Psychology

Sociology

Anthropology

Social Psychology

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA5&dq=OB+is+through+their+study+of+group+behavior+in+organizations,+particularly+formal+and+complex+organizations&hl=en&ei=Nxo-TM2GE8q2cZ698aIB&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCgQ6AEwAA#v=onepage&q=OB%20is%20through%20their%20study%20of%20group%20behavior%20in%20organizations%2C%20particularly%20formal%20and%20complex%20organizations&f=false

2478) If a manager is responsible to define goals, establish an overall strategy for achieving those goals and matching activities accordingly, then which one of the following functions is he/ she performing.

Planning

Organizing

Leading

Controlling

Planning requires a manager to:

- Define goals (organizational, departmental, worker levels)
- Establish an overall strategy for achieving those goals
- Develop a comprehensive hierarchy of plans to integrate and coordinate activities.

2479) Two areas that are influencing and impacting corporations and managers today are the rapid pace of change and

A) demographic increases.

B) complexity of the work environment.

C) organizational culture changes.

D) managerial ineptness.

2480) The field of organizational behavior examines such questions as the nature of leadership, effective team development, _____, and _____.

A) interpersonal conflict resolution; motivation of individuals

B) organizational control; conflict management

C) motivation of individuals; planning

D) planning; development

2481) _____ is attributed with developing the scientific management perspective.

A) Elton Mayo

B) Robert Owens

C) Frank Gilbreth

D) Frederick Taylor

2482) Which perspective is hailed as being responsible for launching research into such topics as leadership effectiveness and group dynamics?

A) Human relations approach

B) Scientific management

C) Contingency approach

D) Hawthorne effect

2483) Of the four building block skills, which one is frequently considered to be the largest behavior management challenge?

A) The ability to inspire employees

B) The ability to analyze situations correctly

C) Personal flexibility and adaptability

D) Outstanding perceptual skills

2484) Which of these skills is considered to be the cornerstone of the four building block skills?

A) Personal flexibility

B) Self-insight

- C) Perceptual skills
- D) Leadership capabilities

2485) Which of these approaches argues that there is no single best way to manage behavior?

- A) Hawthorne
- B) Scientific Management
- C) The cornerstone skill

D) Contingency

2486) The area of "knowledge foundation" deals with the importance of

A) understanding organizational behavior.

- B) the behavior management process.
- C) development of solutions for achieving behavioral goals.
- D) identification of the causes of behavior.

2487) Which of these steps of the behavior management process involves implementation of selected strategy, monitoring for effectiveness, and performing necessary adjustments?

A) Step three

B) Step two

C) Step four

D) Step one

2488) _____ is/are a key trend that is having a significant impact on behavior management today.

A) Information technology

B) Reverse discrimination

C) Decreasing the amount of training for managers

D) Stay-at-home mothers

2489) What is contributing to organizations taking a look at employee groups that had previously been overlooked, ignored, or shutout?

A) Current discrimination laws

- B) Government monetary incentives
- C) New behavior management theories

D) Economic pressures

2490) One way businesses can benefit from diversity in the work force is

A) increased popularity.

B) increased understanding of the marketplace.

C) increased employee satisfaction.

D) minimizing EEOC/AA investigations.

2491) One drawback to the technology of today is

A) it can actually accelerate the speed at which crises can strike a nation.

B) it can keep employees too busy to stay in touch with their employers and organizations.

C) it can decrease waste and efficiency in organizations.

D) it can reduce the need for familiar methods of communication such as telegraph and faxes.

2492) The percentage of employees who work 50 or more hours per week has risen by _____ over the past twenty years.

A) 25%

B) 40%

C) 30%

D) 37.5%

2493) During the last thirty years, the percentage of dual-career married couples has grown by

A) 24 percent.

B) 96 percent.

C) 60% percent.

D) 36% percent.

2494) Two mechanisms by which the perception process takes place include internal processes and _____.

A) external influences

B) central tendencies

C) skill assessment

D) process intensity

2495) External influences on perception include _____.

A) self-disclosure

B) self-enhancing tactics

C) the halo effect

D) the figure-ground effect

2496) George Garrett of Holshow Insurance frequently speaks of his personal friendship with the State Insurance Commissioner when he attends organizational meetings. George is demonstrating which direct attempt at shaping others' perceptions?

A) Self-presentation

B) Self-enhancing tactics

C) Audience extraction

D) Personal constructs

2497) Which impression management method incorporates such areas as "brown nosing" and flattery?

A) Self-enhancing

B) Stereotypes

C) Other-enhancing

D) Personal constructs

2498) Which of the following is suggested to help reduce unwanted impression management?

A) Rely on "gut instinct"

B) Reduction of ambiguity

- C) Personal flexibility and adaptability
- D) Outstanding perceptual skills

2499) When Alex Morton's consulting firm developed an elaborate logo and name for the organization, it was engaging in a form of _____.

- A) business promotion
- B) coercion
- C) public relations

D) corporate impression management

2500) Sometimes referred to as a self-fulfilling prophecy, _____ is a process that recognizes our perceptions can impact the way we interact with others to the point we elicit behaviors that are in line with our own perceptions.

A) audience extraction

- B) audience selectivity
- C) personal constructs
- D) halo effect

2501) Which term refers to our own unique understanding of how the work world operates?

- A) Audience selectivity
- B) Culture clash

C) Personal constructs

- D) Halo effects

2502) Wanda Wall, the manager for Tax Troubles, Inc., generally supervises the 28 employees of her firm effectively. However, she consistently makes assumptions about certain employees such as they all prefer things like fried chicken because they are from the south. Which term is the most accurate descriptor of her behavior?

- A) Gossip
- B) Stereotyping**
- C) Slander
- D) Personality

What can managers do to increase the accuracy of their perceptions?

- A) Be more observing
- B) Lower your profile
- C) Recognize your own biases
- D) All of the above**

2503) Whenever Gary Williams handles a situation that results in an erroneous or ineffective decision being made, he usually blames the other organizational members for supplying him with inaccurate information. This form of behavior is best identified as application of a(n) _____.

- A) internal attribution
- B) attribution theory of behavior
- C) behavior management process
- D) external attribution**

2504) What is a key piece of information that we gather about an employee's behavior when using behavior to assign cause?

- A) The consistency of the behavior over time**
- B) The significance of the behavior in relation to everyone else

- C) The impact the behavior will have on the work place
- D) The cost anticipated to modify the employee's behavior over time

2505) Which of the following is considered an attribution error?

- A) The halo effect
- B) Personal constructs
- C) The actor-observer effect**
- D) All of the above

2506) In a survey of 1,300 middle managers, _____ % ranked knowledge and effort as being the most important contributing factors to their achievement of success.

- A) 25
- B) 81**
- C) 37
- D) 67.5

2507) Which of the following is/are suggested to help combat biases and more effectively manage behavior?

- A) Encourage subordinates to consider internal explanations for their own behaviors
- B) Be aware that everyone has the tendency to take credit for success and avoid blame for failure
- C) Try to do a full search for information
- D) All of the above**

2508) When perception patterns occur repeatedly, there is a tendency to form a/an _____ about something or someone.

- A) bias
- B) preconceived notion
- C) attitude**
- D) stereotypical view

2509) Stephanie Stucky works as a human relations specialist and is considered a top performer in the firm. According to Stephanie, her performance motivation is derived from the fact that the pay matches her expectations, she has a significant amount of autonomy in the performance of her duties, and the workload is challenging, without being overwhelming. Stephanie's consistent performance level can be said to demonstrate which of the following?

- A) Job rotation
- B) Job enlargement
- C) Job satisfaction**
- D) Self-actualization

2510) Ben Barringer has been receiving substantial pressure from the members of his work team to remain with the Omega Computer Inc. despite enticing offers from other companies. Ben has decided to remain with Omega mostly in part due to the encouragement of his fellow workers. It can be stated that Ben has experienced:

- A) continuance commitment.
- B) normative commitment.**
- C) affective commitment.
- D) coercive commitment.

2511) All of the following are methods managers can utilize to promote employee job satisfaction except which one?

- A) Conduct an attitude survey
- B) Recognize and reward good performance
- C) Learn the specific facets of the job that may bring about worker dissatisfaction
- D) Assume high performers are well satisfied in their job**

2512) An employee's emotional attachment to and identification with the firm is _____.

- A) continuance commitment
- B) normative commitment
- C) organizational citizenship behavior
- D) affective commitment**

2513) Jack Jackson of Quality Carpets has been seriously considering a career change. However after much contemplation, Jack has concluded the stress and emotional aspects of leaving the firm surpass any gains he would acquire at a new organization. Jack is experiencing:

- A) external influence commitment.
- B) continuance commitment.**
- C) normative commitment.
- D) ineffective commitment.

2514) Organizational citizenship behaviors can best be defined as:

- A) an employee's unwillingness to offer suggestions to the organization.
- B) an employee's strict adherence to organizational objectives.
- C) an employee's willingness to go above the normal call of duty.**
- D) all of the above.

2515) Jane is always the first person to lend a hand to her coworkers and never fails to brag about the organization to outsiders. By engaging in such behavior, she is exemplifying:

- A) the actor-observer affect.
- B) stereotypical behavior.
- C) affective commitment.
- D) organizational citizenship behavior.**

2516) Alexis Alexander has an MBA degree from Yale. However, it seems that even though she has worked for the same firm for 6 years with an exemplary record, she cannot climb any higher on the corporate ladder. It can be said that Alexis is most probably experiencing:

- A) glass ceiling.**
- B) stereotyping.
- C) continuance commitment.
- D) perception fallacies.

2517) Which group currently represents the largest minority group?

- A) Hispanics
- B) Native Americans
- C) African-Americans**
- D) Physically challenged

2518) The 1990 ADA law was designed to benefit which group of individuals?

- A) Women
- B) Physically challenged**

- C) African-Americans
- D) Older workers

2519) Which of the following is/are way(s) for organizations and managers to promote or recognize diversity?

- A) Partnership with local educational institutions
- B) Provide training programs
- C) Development and encouragement of networks and support groups
- D) All of the above**

2520) Which of the following is considered to be a problem with diversity programs?

- A) Worries over reverse discrimination repercussions**
- B) General resistance
- C) The actor-selector effect
- D) Support of top management

2521) Which of the following is/are factor(s) that improve the chance of making diversity programs successful?

- A) Address the concerns of the majority group
- B) Make diversity a part of the overall business goal
- C) Use diversity training carefully

D) All of the above

2522) Which of the following is/are considered advantage(s) for organizations that have a successful diversity program in place?

- A) Increased worker productivity
- B) Decreased worker turnover

C) Ability to make better organizational decisions due to the involvement of a more diversified work force offering different perspectives

D) None of the above

2523) The _____ are perspectives of motivation that identify specific needs that energize behavior.

A) content theories of motivation

B) process theories of motivation

C) equity theory and OB mod theory

D) expectancy theories

2524) _____ is attributed with the development of the Two-Factor Theory of motivation.

A) Abraham Maslow

B) David McClelland

C) Frederick Herzberg

D) Stacy Adams

2525) Hygiene factors are similar to the _____ needs identified by the Hierarchy of Needs.

A) higher order

B) three-tiered

C) lower order

D) none of the above

2526) Which of the following is a limitation of the equity theory?

- A) It does not address the issue of perceived fairness.
- B) It offers no remedy to increase motivation.
- C) When you feel treated unfairly, you will be motivated to restore a sense of fairness.

D) Who we should compare ourselves to is not clearly identified.

2527) Which of the following is a strategic way in which employees strive to reduce inequity?

- A) Focus specifically on the behavior in question and attempt to alter it.
- B) Maintain the same comparison person as before.

C) Changing their inputs and/or outcomes

- D) None of the above.

2528) At Bradley Sanders' motorcycle firm, in the last six months, 60 of 80 employees have been terminated while 53 job applicants have been hired to replace them. This type of process is best described by the term _____.

- A) negative reinforcement
- B) motivation
- C) inequity

D) churning

2529) Which theory is considered to deal with consequences?

A) Reinforcement Theory

- B) Two-Factor Theory
- C) Equity Theory

D) Hierarchy of Needs Theory

2530) Which of the following is/are a recommendation(s) to prevent the potential side effects of punishment?

A) Focus specifically on the behavior in question.

B) Always punish in private.

C) Specify alternative behaviors that will prevent mistakes from being repeated.

D) All of the above.

2531) Signs detailing lengthy work expectations and obligations that hung in the employee lounge of Spender Textile, constantly offend Brian to the point he repeatedly called off from work. These signs were replaced with new, more complex messages every day. His manager recognized this negative behavior and had the offending signs removed from the employee lounge. The manager's action of removing that which was reinforcing negative employee behavior is called:

A) punishment.

B) extinction.

C) hygiene factors.

D) perception.

2532) Which motivation theory focuses on establishing future performance targets?

A) Goal theory

B) Reinforcement theory

C) Equity theory

D) None of the above

2533) Jackson is a line worker for the local clothing manufacturer. Even though he does not possess an official title or a private office, Jackson is more than willing to give his complete dedication to assisting the organization in achieving its mission of producing a quality product. This willingness to pursue an organizational goal is a demonstration of _____.

- A) motivation
- B) positive reinforcement
- C) goal commitment**
- D) goal setting

2534) Sandy Bennett is employed at Stained Glass, Inc. She has been assigned the task of creating 400 perfect bottles per hour. The maximum ever achieved by any employee in the history of the firm was 25. This virtually unachievable goal that she has been assigned has been designed to encourage the employees to "do things differently" rather than in the usual fashion. This is called _____.

- A) stretch targets**
- B) intrinsic factors
- C) hygiene factors
- D) none of the above

2535) Which of the following is/are suggested for a successful management by objectives program?

- A) Establish a time frame for achievement
- B) Establish performance targets
- C) Prioritize goals

D) All of the above

2536) Which theory of motivation starts with an assumption that employees are rational?

A) Goal setting theory

B) Expectancy theory

C) Reinforcement theory

D) Herzberg's Two-Factor theory

2537) The desired "performance" of skill acquisition is attributable to _____.

A) expectancy theory

B) reinforcement theory

C) skill-based pay programs

D) none of the above

2538) Jennie has held the position as manager of Creative Cosmetics for 7 years. She is well respected by her subordinates and she, in turn, respects them also. Jennie is certain to seek the opinion of her subordinates for many of the decisions she must make. This process of ensuring subordinate understanding and agreeance is referred to as:

A) bounded rationality.

B) acceptability.

C) reliability.

D) conformity.

2539) _____ focus on the quality and extent of information that goes into a decision.

A) Information-processing methods

B) Rational-economic approaches

C) Delphi techniques

D) Expected-value models

2540) Which of these focuses on the decision options themselves rather than on the information that goes into the decision?

A) Quantitative model

B) Rational-economic model

C) Expected-value model

D) Decision-choice model

2541) _____ are agreed upon and common ways of interacting, perceiving, and deciding.

A) Situational factors

B) Stereotypes

C) Scripts

D) Personal constructs

2542) When Daniel is making a decision for his trucking firm, he favors just analyzing the facts of the situation without dealing with any extraneous information. His style of decision-making is one in which those who use it do not mess around with lots of information. This style is called the:

A) behavioral style.

B) directive style.

- C) analytic style.
- D) conceptual style.

2543) Bianca utilizes a style of decision-making that examines the various facets of the situation rationally. She is able to successfully address any issues of uncertainty that may manifest. This style of decision-making is known as:

- A) analytic style.**
- B) conceptual style.
- C) behavioral style.
- D) directive style.

2544) Which term is best defined as shortcuts that we learn over time and that reduce our necessary thinking work and free us for other tasks?

- A) Brainstorming
- B) Groupthink
- C) Heuristics**
- D) Conjunction fallacy

2545) Which one of the following is considered to be a relative to the base rate heuristics such as representativeness?

- A) Administrative model
- B) Groupthink
- C) Personal constructs
- D) Conjunction fallacy**

2546) Robert Zembower directs the Training Specialists of Dayton, Inc. When he makes a decision, Robert consistently favors ones that will provide a smaller, but certain

positive gain versus the decisions that offer the chance for a larger return without as much certainty. Robert's style of decision-making is referred to as _____.

- A) anchoring
- B) framing**
- C) escalation-of-commitment
- D) perception.

2547) Which term refers to the tendency for our judgments to be unduly affected by the starting point of a decision?

- A) Bounded rationality
- B) Anchoring**
- C) Escalation-of-commitment
- D) Groupthink

2548) Tom and Jason are the managers for the Brinkman Processing. They are consistent in the fact that they continue to support decisions, which have proven to be erroneous. This style of decision-making is best known as _____.

- A) escalation-of-commitment**
- B) brainstorming
- C) regression to the mean
- D) Delphi technique

2549) Which of the following refers to a situation in which pressures for cohesiveness and togetherness act to remove all the benefits typically offered by group decision-making?

- A) Bounded rationality
- B) Brainstorming

C) Groupthink

D) Nominal group technique

2550) Which of the following is considered a drawback to group decision-making?

A) Increased amount of knowledge and information

B) Slower than individual decision-making

C) More access to creative decisions

D) None of the above

2551) Which of the following is/are predicted symptom(s) of groupthink?

A) Rationalization

B) Morality of actions

C) Self-censorship

D) All of the above

2552) Which of the following is/are rules to follow during the process of brainstorming?

A) Encourage piggybacking

B) Present the illusion of unanimity

C) Try to do a full search for information

D) Group monitoring

2553) Jena Murphy's consulting firm employs 65 professional individuals. She allows her employees to outline their own work schedules and only requires that each employee report to work on Monday and Friday from 9 a.m.until 3 p.m. Ms. Murphy is utilizing a(n)

A) compressed employee work schedule.

B) flexible employee work schedule.

- C) job enlargement approach.
- D) ineffective employee benefit system.

2554) Jim Duncan's job as loader operator for Raynor Coal Company permits him to work 10 hours per day, Monday through Thursday. This demonstrates Raynor's utilization of a(n)

- A) flexible work schedule.
- B) organizational culture.

C) compressed work schedule.

- D) staffing development.

2555) Four months ago, Taylor Construction needed three employees to rebuild the electrical boxes for their customers due to the various tasks involved. After successfully retraining the employees, a single employee can now handle all facets of this job. This is an example of:

A) job enlargement.

- B) job rotation.
- C) shoddy workmanship.
- D) job enrichment.

2556) _____ involves making fundamental changes in the way work actually gets done.

A) Job enrichment

- B) Job rotation
- C) Job enlargement
- D) Job restructuring

2557) Which terms best describes the extent to which a job allows employees to work on a complete product or service from the beginning to the end?

- A) Task significance
- B) Task feedback
- C) Skill variety

D) Task identity

2558) Thomas Pike is the manager of a large automobile repair shop. He has decided his employees would be more productive if he combined several of the assigned tasks into a single job, which required new and different skills to be utilized by the employee. Effective implementation of this idea in his firm is a demonstration of:

- A) personal flexibility.
- B) job rotation.
- C) effective decision-making.

D) vertical job loading.

2559) Horizontal job loading can best be associated with or described by:

- A) more tasks, no additional skills.**
- B) more tasks, more skills.
- C) same number of tasks, more skills.
- D) less tasks, more skills.

2560) Which group of individuals is best identified as having a low degree of authority, voluntary membership, and requiring a high degree of management involvement?

- A) Self-managed team
- B) Cross-functional team

C) Quality circle

D) Virtual team

2561) Allen Kyle uses a group comprised of between 5-20 members of his organization to get jobs performed in the fastest and most efficient way possible. Mr. Kyle usually

permits this group to have a moderate amount of authority over their work and allows the group itself to determine the mission it will pursue. As the organization's manager, he has little involvement in directing the group. Which type of group is most probably formed at this organization?

- A) Virtual team
- B) Cross-functional team
- C) Self-managed work team**
- D) Advisory team

2562) According to an executive survey, which of the following is considered to be one of the most prominent obstacles encountered when an organization desires to start self-managed teams?

- A) Information technology
- B) Insufficient training.**
- C) Lack of management involvement
- D) Inexperienced employees

2563) Which team is associated with high use of the various forms of today's information technology such as videoconferencing and e-mail?

- A) Cross-functional team
- B) Self-directed team
- C) Quality team
- D) Virtual team**

2564) All of the following identifies characteristics of an effective team player except:

- A) appropriate technical skills.
- B) good communication skills.
- C) maintaining an individualist attitude.**

D) ability to trust other members and management.

2565) Certain employees of Miramar Corporation are undergoing a new outdoor-based training program, lasting for several days. They are being assigned difficult physical tasks that will require teamwork in order for them to be successfully accomplished. Which of the following is the best descriptor for this training?

A) Outward Bound

B) Upward Reaching

C) Reach for the Stars

D) Rising Forward

2566) Which of the following is not a suggestion for building a high-performance team?

A) Develop a clear set of rules

B) Encourage the team to rely on previous knowledge

C) Set specific and challenging goals

D) Acknowledge team contributions

2567) Which of the following is not suggested to help establish a motivating pay system for teams?

A) Prepare to tweak the system whenever necessary

B) Spend time reflecting on and reexamining the system

C) Allow team members to help develop the appraisal system

D) Develop a complex system for compensation

2568) William Stahl of Overland Express, Inc. manages a staff of fifty employees. He is considered to be an excellent leader by his subordinates. He strives to help his subordinates as well as continually attempts to build cooperation and loyalty among them. By engaging in such actions, Mr. Stahl is demonstrating:

A) relationship-oriented behavior.

B) change-oriented behavior.

- C) task-oriented behavior.
- D) ineffective employee-management behavior.

2569) Developing and communicating an inspiring vision for the future as well as acting to improve strategic decisions are indicative of possession of _____ in a manager.

A) change-oriented behavior

- B) task-centered behavior
- C) relationship-oriented behavior
- D) staffing development behavioral skills.

2570) The perspectives that suggest leaders must match their behaviors to the demands of the situation currently at hand is known as:

- A) need hierarchy theories.
- B) leader-substitutes theories.
- C) situation-contingency theories.

D) situation-centered perspectives.

2571) Sharon Winner is the manager for Realities, Inc. in Los Angeles. Her style of leadership with her subordinates involves consultation, coaching, and supportiveness. This style is best referred to as:

- A) delegating.
- B) selling.

C) participating.

- D) telling.

2572) Gabriella Green believes in allowing her employees to have responsibility for work completion. Gabriella does not provide much, if any, direction for the work and provides very little in the way of emotionally supporting the employees throughout the work process. This style of leadership is best known as _____.

- A) participating

B) delegating

C) selling

D) telling

2573) Angela Walker recently finished her undergraduate degree in business administration at the early age of 19. The "Perfect Pitch" telecommunications firm in Atlanta immediately recruited her. She was very anxious to accept the firm's offer and looked forward to the challenges of her first job. It is best understood that Angela would benefit from a manager that engages in the _____ style of leadership due to her lack of experience and skills.

A) participative

B) delegating

C) selling

D) telling

2574) The most appropriate style of leadership that is suggested for subordinates who are thought to be at the M4 stage of maturity is _____.

A) participating

B) delegating

C) telling

D) selling

2575) When Brad Jones challenges his subordinates with his high expectations of them as well as holding them to very high performance standards, he is demonstrating a/an _____ style of leadership.

A) achievement-oriented

B) supportive

C) participative

D) directive

2576) Which of the following is the best-suggested leadership style for a manager to possess when the subordinates are lacking in self-confidence and are anxious and the tasks are repetitive as well as boring?

- A) Directive
- B) Supportive**
- C) Participative
- D) Achievement-oriented

2577) When Greg Jenkins views his least preferred co-worker in a negative manner regardless of what the employee does, it can be said that Greg is demonstrating a(n) _____ style of leadership.

- A) achievement-oriented
- B) relationship-oriented
- C) task-oriented**
- D) manipulative-oriented

2578) Charismatic leaders can influence subordinates in which of the following ways?

- A) Personal identification
- B) Self-efficacy
- C) Both A & B**
- D) None of the above

2579) Mark Majors is considered to be self-absorbed and fundamentally insecure in his managerial position. He attempts to manipulate his subordinates and has a significant lack of concern for their welfare. The term that most closely identifies Mark's leadership style is _____.

A) narcissistic

B) directive

C) supportive

D) charismatic

2580) Which of the following is/are considered characteristic(s) of narcissistic leaders?

A) Impulsive behavior

B) Poor administrative practices

C) Engaging in excessive impression management

D) All of the above

2581) All of the following are steps in the transformational leadership process except:

A) recognizing the need for change.

B) institutionalizing change.

C) maintaining the current vision

D) creating a new vision for the future.

2582) Brian Dorsey, manager for The Perfect Climate, Inc., expresses his optimism and faith in his subordinates and willingly delegates authority in order that they may help achieve the organization's mission. Brian is utilizing behavioral suggestions offered for managers who wish to be classed as a _____ leader.

A) transformational

B) relationship-oriented

C) decisive

D) charismatic

2583) Gary Williams has been employed at Simon & Smith Contracting for six years. His supervisor has noted that Gary will always accomplish any tasks such as status report compilation that he has been assigned. The supervisor also has noted that Gary fails to apply his maximum effort to the assignments and seems to be unenthusiastic about the task. Which of the following best indicates the response Gary is demonstrating?

A) Compliance

B) Commitment

C) Resistance

D) Complacency

2584) Abigail Simpson manages the twelve engineers assigned to her department at Excellent Engineering, Inc. Ms. Simpson consistently makes requests clearly and politely to her subordinates. In addition, she genuinely seems to be sensitive to the perceptions and concerns of the staff. It can be stated that Abigail is engaging in the use of _____.

A) expertise

B) legitimate authority

C) control over rewards

D) referent power

2585) _____ involves the presentation of facts and data in a logical manner that is designed to convince the subject that a certain request is the best way to proceed and will result in a positive outcome.

- A) Consultation
- B) Inspirational appeal
- C) Ingratiation
- D) Rational persuasion**

2586) When Benjamin Wood enlists the help of others to exert pressure and persuasion on one of his subordinates in order to get the worker to behave in a particular manner, he is engaging in which of the following influence tactic?

- A) Pressure
- B) Personal appeals
- C) Coalition formation**
- D) Rational persuasion

2587) If a manager attempts to appeal to the subordinate's aspirations, desires, or beliefs when making a request of the subordinate, the manager is most probably engaging in the influence tactic of _____.

- A) inspirational appeals**
- B) ingratiation
- C) personal appeals
- D) consultation

2588) Which of the following influence tactic is most frequently used to target superiors and most commonly is used to make an initial request?

- A) Ingratiation
- B) Coalition formation

C) Exchange

D) Rational persuasion

2589) Empathize and sympathize with any problems a request may cause and stressing the target's unique skills and abilities to carry out the request are considered general tips for using which influence tactic effectively?

A) Ingratiation

B) Personal appeals

C) Consultation

D) Legitimizing

2590) Jim Jenkins directs a department of ten employees at Mason's Distribution Center. He is known to be persistent with task requests and checking on the progress of the task frequently. Which of the following best identifies the influence tactic utilized by Jim?

A) Personal appeals

B) Coalition formation

C) Pressure

D) Consultation

2591) Which of the following terms is best defined by stating it involves the use of power and influence tactics for personal benefit?

A) Political seasoning

B) Coalition formation

C) Legitimate authority

D) Organizational politics

2592) Which of the following is considered to be a contributing factor to the likelihood political behavior will be used?

A) Corporate doublespeak

B) Personality

C) Preoccupation with organizational image

D) Negative self-image

2593) Which of the following is best identified by the ability to adapt to a range of social situations and still feel comfortable?

A) Interpersonal adaptability

B) Interpersonal perception

C) Persuasive influence

D) Impression management

2594) When Thomas Haller attempts to make himself appear in a favorable light to his superiors, he is engaging in _____.

A) other-focused tactics

B) self-focused tactics

C) organizational politics

D) Machiavellian tendencies

2595) Dave Davidson manages the five accountants at Star & Stein Accounting Firm. He consistently tries to pin the blame for any task failures on the junior staff members directly involved with the task. It can be stated that Mr. Davidson is engaging in the political tactic of _____.

A) scapegoating

- B) information manipulation
- C) positive image management
- D) negative image management

2596) Will Williamson makes a point to express his admiration for his superiors and offers to do unsolicited personal favors for them. Will is engaging in _____.

- A) negative image management
- B) positive image management

C) other-focused tactics

- D) self-focused tactics

2597) Daniel Jackson attempts to lull his opponents into a false sense of security in order to get them to let down their guard. The term which best describes Daniel's action is _____.

A) sandbagging

- B) self-focused tactics
- C) scapegoating
- D) image management

2598) Jennie Smith, the manager of the marketing department for Fresco Enterprises, is finding herself engaged in a conflict situation with the manager of the accounting department for the firm. Jennie is under time constraints for concluding a project and needs to have a decision to the CEO within two days. She approaches the accounting manager with a plan to cut her project expenses while asking that department to expedite the funding for advertisements. Jennie's style of conflict resolution in this situation is most probably the _____ style.

- A) forcing
- B) accommodating
- C) compromising**
- D) avoidance

2599) Allen Kyle has a very aggressive personality with little regard for the sensitivities of others. He is known to actively engage in open confrontation with the managers of his firm and shouts loudly to command the attention of the members attending the corporate meetings. He resorts to stating "I am the owner so it must be done the way I want it to be done" whenever he stands to lose an argument. It is best indicated that Allen possesses a _____ style of conflict resolution.

- A) collaborating
- B) compromising
- C) accommodating
- D) forcing**

2600) Debra Williamson demonstrates her concern for the employees she manages at Gunther Fabricating by consistently giving in to their ideas or suggestions. It is rare for Debra to challenge any employee's request. The best descriptor for her style of conflict resolution is most probably _____.

- A) accommodating**
- B) forcing
- C) avoidance
- D) collaboration

2601) Japan as well as _____, another collective culture, does not utilize the forcing style of conflict resolution, as it does not agree with their overall philosophy on successful conduct.

- A) Australia

B) Korea

C) Argentina

D) United States

2602) Which of the following item (s) is/are considered effective managerial suggestions for resolving or reducing conflict?

A) Separation of the parties in conflict

B) Appointment of a conflict stimulator

C) Restrict information to only the managers involved

D) Allow the conflict to play through

2603) The managers and employees of Great Mountain Landscaping have become complacent in their positions. They have practically ceased to generate new ideas and lack inspiration for their jobs. In order to battle this problem, Great Mountain has enlisted the services of an outside firm in order to stimulate a controlled conflict environment within the organization. The hired assistance is most probably called a conflict _____.

A) integrator

B) agitator

C) stimulator

D) instigator

2604) Which term best fits the description of “pressures, demands, and strains” that can go hand-in-hand with job duties and responsibilities?

A) Stress

B) Conflict

C) Obligation

D) None of the above

2605) Examples of stressors include corporate layoffs, new job assignments, and _____.

- A) corporate wellness programs
- B) adequate communication
- C) corporate mergers**
- D) insightful managers

2606) Jason Sanders is undergoing a great deal of stress at his job. He is unsure exactly how to prioritize his tasks in order to successfully complete his assignments. Jason performs several duties during the course of a day and finds that the accomplishment of one duty directly competes or interferes with the successful accomplishment of another duty. It can be said that Jason is most probably experiencing _____.

- A) role ambiguity
- B) cultural differences
- C) organizational barriers
- D) role conflict**

2607) Martin Manchez was recently hired on at the Applegate Industrial Firm. He is very unsure exactly what the new job requires of him and has no information as to what resources he may utilize to accomplish his assignments. Martin is feeling a significant amount of dissatisfaction and uncertainty about his new job. It is indicated that Martin is most probably experiencing _____.

- A) role conflict
- B) role ambiguity**
- C) stress
- D) All of the above

2608) Which of the following is best described by “aggressive, take-charge individuals who rarely letdown and mostly play to win in situations”?

- A) Type B personality
- B) Integrator
- C) Type A personality**
- D) Effective managers

2609) Michelle Martinez is a registered nurse at a state psychiatric facility. She constantly complains of feeling exhausted and has been experiencing problems with concentration while on duty and in her family life. This in turn has resulted in her loss of enthusiasm for the job and has produced a feeling of personal underachievement in Michelle. Michelle is most probably experiencing _____.

- A) burnout**
- B) stress
- C) role conflict
- D) role ambiguity

2610) _____ James has made several changes at his organization that are designed to better accommodate the needs of the employees. For instance, James has established an on-site child and elder day care center. In the three months this center has been functional, the organization has seen a 15% decrease in employee absenteeism. It can be stated that James' organization has recently established a successful _____.

- A) corporate wellness program
- B) family-supportive policy**
- C) employee assistance program
- D) jobs redesign policy

2611) Which one of the following items is best identified as a program that provides access to professional help for employees who are experiencing problems such as alcohol abuse or emotional difficulties?

- A) Jobs Redesign Program

B) Family-Supportive Program

C) Employee Assistance Program

D) Corporate Wellness Program

2612) The ABC Corporation is devoted to helping its employees fare better with their personal health-related issues. ABC offers the employees 24-hour access to an on-site fitness and exercise facility and provides routine screening for blood pressure and cholesterol levels for the workers and their families. It can be stated that the ABC has a/an _____ in place at the organization.

A) corporate wellness program

B) family-supportive policy

C) decisive management techniques

D) employee assistance program

2613) _____ Surveys, suggestion boxes, and employee newsletters are considered to be _____ types of communication.

A) downward

B) upward

C) grapevine

D) lateral

2614) The form of communication that typically involves interactions between individuals possessing equal power is best referred to as _____ communication.

A) upward

B) downward

C) horizontal

D) vertical

2615) Randy Trumble and Patrick Bell are managers of two different departments of Krazy Enterprise in St. Louis. When these two gentlemen engage in business communications with each other, it is most probably _____.

A) lateral communication

B) upward communication

C) grapevine communication

D) downward communication

2616) Which of the following terms best identifies the informal, unofficial form of communication found within most organizations?

A) Gossip

B) Lateral communication

C) Horizontal communication

D) Grapevine

2617) Which of the following statements is/are considered to be suggestions for the proper use of informal communications?

A) An open discussion of the worst-case scenario

B) Disavow any downsides to decisions

C) Restrict information to only the managers involved

D) Maintain and encourage rumors

2618) When Raj engages in open sharing of information with the involved parties and discusses timetables that are applicable to important and upcoming events with the individuals involved in the project, it can be stated that he is engaging in:

- A) upward communications.
- B) proper suggested uses of informal communications.**
- C) the grapevine.
- D) effective use of horizontal communication.

2619) Which of the following most clearly fits into the category of being a "most lean" media form of communication?

- A) Teleconferencing
- B) Face-to-face contact
- C) Bulletin boards**
- D) Voice mail

2620) Markham Grimes' office is located in the outer building of a twenty building complex. He frequently encounters problems with his communications to the finance department located in the most inner building of the complex. The communication problem encountered by Markham is one involving physical distance and is best referred to as a _____.

- A) structural barrier**
- B) organizational barrier
- C) hierarchical barrier
- D) interpersonal barrier

2621) Riya has noted that she experiences communication difficulties with the male members of her staff. Quite frequently, her intended messages and directives are unclear or misinterpreted by her subordinate male staff. This is an indication of experiencing which structural barrier?

- A) Status
- B) Cultural differences
- C) Organizational structure

D) Gender

2622) Which of the following item(s) is considered to be a/an interpersonal barrier(s) to effective communication?

A) Corporate doublespeak

- B) Gender
- C) Cultural differences
- D) All of the above

2623) The term which best describes the use of language aimed at turning bad news into good news and shifting the blame for the problem is _____.

- A) paralanguage
- B) external communication barrier
- C) self-preservation

D) doublespeak

2624) A suggested method to help overcome organizational barriers to effective communication is

- A) utilize face-to-face communication more frequently.
- B) become a better listener.

C) engage in better, not more communication.

- D) keep messages as simplistic as possible.

2625) Which of the following is considered a method to help overcome personal barriers to effective communication?

- A) Impulsive behavior
- B) Poor administrative practices
- C) Engaging in excessive impression management
- D) Improvement of listening skills**

2626) Which of the following item(s) identifies strategies utilized by leading companies for improving communication within the organizations?

- A) Communication is decentralized and informal.
- B) There is a close match between saying and doing.
- C) There is an emphasis on face-to-face communication.
- D) All of the above.**

2627) When Daniel Greene, CEO for a top clothing manufacturer in the United States, accomplishes what he states will be accomplished and communicates, most often, to his staff via face-to-face communication, he is demonstrating utilization of:

- A) impression management.
- B) excellent corporate communication.**
- C) decisive management techniques.
- D) charismatic leadership.

2628) _____ structures have effort put into placing all the jobs needed to produce and sell a product within the same group of employees.

A) Customer-based

B) Product-based

C) Geographic-based

D) Matrix

2629) Which of the following is considered to be a positive of a customer-based structure?

A) Customer lessons learned by one group may need to be relearned by another group.

B) Serving all customers efficiently may be an impossible task to accomplish.

C) Customers are given top priority.

D) Provides a natural focal point for bringing people and teams together.

2630) Power distribution can refer to how the organization is _____.

A) vertically differentiated

B) laterally differentiated

C) relationship-centered

D) flatly structured

When the First National Bank of Winslow incorporated changes to their operational methods, such as increasing the number of employees directly reporting to one manager, they were in essence modifying the _____ within their organization.

A) relationship-oriented behavior

B) delegation

C) span of control

D) matrix structure

A firm that is involved in a fast-changing industry may find that a _____ structure to be more beneficial.

- A) centralized
- B) taller
- C) formal

D) decentralized

2631) Which of the following terms best describes the act of providing lower level management with the opportunities to develop their skills and expertise?

- A) Participation
- B) Delegation**
- C) Dumping
- D) Segregation

2632) Randall Minnich is engaging in _____ when he gives his employees responsibility and control over their assigned jobs.

- A) direction management
- B) dumping
- C) delegation**
- D) supportive leadership

2633) Which structural concept is basically referring to the number of rules, policies, and procedures that exist within the organization?

- A) Formalization**
- B) Bureaucracy
- C) Functional
- D) Vertical differentiation

2634) A bureaucracy is actually an extremely _____ organizational form.

- A) organic
- B) mechanistic
- C) informal
- D) formal**

2635) When the size of an organization increases, which of the following is anticipated to be observed within that organization?

- A) The organization becomes taller**
- B) The organization becomes more informal
- C) The organization experiences less functional specialization
- D) The organization becomes more centralized

2636) Which of the following is considered a benefit of the effects of technology on organizations?

- A) There is less need for leadership from upper management
- B) The increased skill abilities of employees
- C) The stabilization of economic conditions

D) The generation of various types of interdependence among people and tasks

2637) In which form of structure do employees perform more specialized job functions and the predominant firm goal is efficiency?

- A) Formal
- B) Bureaucracy
- C) Organic

D) Mechanistic

2638) In which of the following forms of structure are jobs less specialized and more broadly defined while power is more decentralized?

A) Organic

B) Flat

C) Mechanistic

D) Formal

2639) In the ABC Corporation, information flows largely from upper management and there is a great deal of formality in how tasks are accomplished. The best classification for an organization with this form of structure would be _____.

A) loose

B) mechanistic

C) organic

D) informal

2640) Which of the following structural approaches seem to be the most effective in a relatively unstable business environment?

A) Customer-based

B) Mechanistic

C) Organic

D) Formal

2641) Which of the following terms is best identified by stating it involves the firm's overall values, beliefs, and behaviors?

A) Artifacts

- B) Assumptions
- C) Mission statement
- D) Corporate culture**

2642) Of the following items, which would be considered a positive effect of an organization having a definable culture in place?

- A) Reduction of destructive infighting**
- B) Built-in resistance to change
- C) Maintenance of standard performance levels
- D) Easier adaptability during mergers

2643) When the employees of Learning-for-all Corporation speak of their deceased founder, Leonard Learning, they are engaging in the use of _____ to communicate its culture to others.

- A) myths
- B) rituals
- C) stories**
- D) symbols

2644) A common theme found within an organization's life stories is/are _____

- A) Will I get fired?
- B) Aren't we great?
- C) Beyond the call of duty.
- D) All of the above.**

2645) Items such as a desired parking space or use of the corporate jet are actually _____ that communicate the culture of the organization.

- A) rituals
- B) symbols**
- C) nonverbal language
- D) ceremonies

2646) When Yashmi was awarded a promotion to upper management level during a ceremony held in her honor, she was experiencing a _____.

- A) rite of passage**
- B) symbolic display of appreciation
- C) lateral progression
- D) horizontal communication.

2647) Which of the following is considered a general step for developing a useful corporate mission statement?

- A) Teleconferencing with benchmark firms
- B) Employee involvement
- C) Definition of priorities**
- D) None of the above

2648) The process of learning organizationally useful behaviors is better known as _____.

- A) socialization**
- B) orientation
- C) hierarchical integration

D) interpersonal segmentation

2649) Individuals who are utilized by organizations to assist newcomers with their integration into the firm are referred to as _____.

A) guides

B) mentors

C) socialization specialists

D) effective managers

2650) A(n) _____ culture characterizes those businesses in which people put a lot on the line and simultaneously receive fast feedback.

A) fearlessness

B) persistence

C) adaptive

D) process

2651) The business of real estate is an example of a _____ culture.

A) one-shot

B) fearlessness

C) persistence

D) process

2652) A culture in which feedback about the business is rather slow and there really is not much risk involved is _____.

- A) the process culture**
- B) a progressive culture
- C) the persistence culture
- D) a fearlessness culture

2653) Which type of culture involves a tremendous amount of risk, has a very slow feedback rate, and is exemplified by the oil business?

- A) Persistence culture
- B) Fearlessness culture
- C) The progressive culture
- D) One-shot culture**

2654) Which of the following item(s) can be considered warning sign(s) of a need to change culture?

- A) Poor group relations**
- B) Adequate morale
- C) Long-term vision
- D) All of the above

2655) Which of the following is/are considered a key(s) to facilitating culture change within an organization?

- A) Impression management
- B) Excellent corporate communication

C) Understanding the culture before making changes

D) Charismatic leadership

2656) The Triad countries include the United States, the European Union, and _____.

A) Japan

B) Brazil

C) China

D) Australia

2657) In phase 2 of a firm's international expansion, the firm is usually considered to be a/an _____ firm that has expanded its sales abroad.

A) multinational

B) domestic

C) international

D) foreign

2658) Which of the following legal systems have: community orientation, a set of rules based on customs, and legal outcomes evaluated relative to the group?

A) Islamic Law

B) Common Law

C) Asian Systems

D) Sub-Saharan African Law

2659) The legal system that possesses the common characteristics of a large degree of bureaucracy and minimal emphasis on personal/individual rights is _____.

A) Communist/Socialist Law

B) Civil Law

C) Asian Systems

D) Sub-Saharan African Law

2660) Factors to assist with the classification and rating of political risks across countries include _____.

A) import restrictions

B) stability of the political system

C) per capita income

D) all of the above

2661) An example of an external economic risk is _____.

A) tariffs

B) threat of kidnapping of expatriates

C) presence of roads and ports

D) ability to hire foreign nationals

2662) An organization facing significant international expansion difficulties due to regulations regarding the environmental impact of the business can be said to be experiencing _____.

A) domestic economic risk

B) external economic risk

C) political/economic risk

D) environmental impact risk

2663) The _____ approach to managing risk includes the direct approach of long-term agreements and promotion of host goals.

A) defensive/reactive

B) linking/proactive

C) defensive/linking

D) reactive/linking

2664) The number one countries considered to be the most and least risky areas in which to conduct business (respectively) are _____ and _____.

A) Singapore, China

B) Nigeria, Canada

C) Ecuador, Luxembourg

D) Ireland, Vietnam

2665) An indirect defensive/reactive approach to managing risk is/are _____.

A) home country government pressure

B) lobbying of foreign governments

C) joint ventures

D) All of the above

2666) _____ can impact international business operations by its affect on business hours, holidays, and days of rest.

A) Paralanguage

B) Communication barriers

C) Religion

D) Cultural knowledge

2667) Which work-related value dimension is best identified by the extent to which the primary focus is on assertive acquisition of money and power versus the quality of life and one's interpersonal relationships?

A) Individualism-Collectivism

B) Masculinity-Femininity

C) Uncertainty avoidance

D) Power distance

2668) Which of the following value dimension has a focus that looks at the value of the self versus the group?

A) Uncertainty avoidance

B) Masculinity-Femininity

C) Power distance

D) Individualism-Collectivism

2669) The model of value differences was first designed by _____.

A) Abraham Maslow

B) Geert Hofstede

C) Frederick Taylor

D) Frederick Hertzberg

2670) Which of the following is/are considered a/an consequence(s) of organizational failure to manage American expatriation?

A) Wasted relocation costs

B) Effective performance

C) Career progression

D) All of the above

2671) When an industrial organization installs specialized equipment to monitor potentially hazardous emissions due to environmentalist pressure, they are in essence experiencing change that is _____.

- A) unplanned**
- B) temporary
- C) planned
- D) guided by upper-level management.

2672) Decentralization of power, team structure, and flattening of the hierarchy are examples of which type of organizational change?

- A) People change
- B) Strategic change
- C) Structural change**
- D) Technological change

2673) _____ change is identified with retrenchment, stability, and growth posture.

- A) Technological
- B) Organizational
- C) Structural
- D) Strategic**

2674) Which of the following is considered to be a source of resistance to organizational change at the individual-level?

- A) Firm inertia
- B) Selective perception**
- C) Threats to power structures
- D) Job restructuring

2675) When an organization fails to change a processing method that has been proven to be less effective than newer methods now available, it can be stated that the organization is dealing with _____.

- A) company inertia**
- B) habit
- C) fear of the unknown
- D) fear of economic threats

2676) George White is demonstrating resistance to the new operating methods incorporated at the organization he works for. Which of the following is an action that Mr. White would be likely to engage in?

- A) Promotion of the new methods to coworkers
- B) Acquisition of skills pertinent to the new methods
- C) Attempting to delay the change**
- D) Discussion of the new methods and the job requirements with supervisors

2677) When Thomas Alexander realized he would face a possible demotion when the Phoenix Organization began its change process, he became resistant to the idea of change. It can be stated his resistance was most probably attributable to fear of _____.

- A) uncertainty
- B) inadequate work skills
- C) insecurity

D) loss of power

2678) Which of the following methods for responding to resistance to change offers the advantages of building a commitment to the change and allowing valuable information to be obtained?

- A) Manipulation/co-optation
- B) Negotiation/agreements
- C) Facilitation/support

D) Involvement/participation

2679) When Frank Foote attempts to eliminate resistance to change at his organization by only letting out information very selectively, he is in essence practicing _____.

A) manipulation

- B) coercion
- C) co-optation
- D) facilitation

2680) Mary never fails to seek out the opinion and ideas of individuals at the organization that she really has no need of obtaining an opinion from. Her method of responding to resistance to change is known as _____.

A) manipulation

B) co-optation

- C) negotiation
- D) facilitation

2681) The type of leader most apt to utilize coercion methods of responding to resistance to change is _____.

- A) autocratic
- B) democratic

C) narcissistic

D) insecure

2682) All of the following identifies recommendations for reducing resistance to change except _____.

A) plan for the change

B) initiate the change without offering support

C) make the change an experiment

D) be willing to negotiate

2683) An example of an interpersonal technique that can promote change is which of the following?

A) Sensitivity training

B) Manipulation

C) Coercion

D) Process consultation

2684) When a change agent's job entails interviewing all parties about the relations among people, including interpersonal stumbling blocks and problems, this technique to promote change is known as _____.

A) facilitation and support

B) team-building techniques

C) process consultation

D) manipulation and co-optation

2685) Which of the following is not suggested to help in evaluating change efforts?

A) Specify the criteria to be affected

B) Develop goals for the program at the outset

C) Incorporate an evaluation component from the start

D) Do not specify the criteria or measures that should be affected by the change effort

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